ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:**

   Business Office

2. **Completed by (Writing Team):**

   Victoria Nunes , Dave Vigo and Rachel Corrales

3. **List of staff/personnel in Unit with titles**

   Victoria Nunes-College Business Officer, Dave Vigo-Financial Analyst,

   Christine Huynh-Payroll Clerk, Gail Kamei-Reprographics Technician,

   Rachel Corrales-Senior Accounting Coordinator, Mario Peña-Accounting Technician,
   Sarita Ramos-Accounting Technician, Hugo Enciso-Accounting Technician

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

Business office provides budget information, implementation and oversight on all funds, HR, hourly payroll for classified and faculty, mail and duplicating services, process payments for student fees. In addition we provide oversight and support ASB and in-house and outside facility rentals.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

We support all areas of the college such as financial aid, payments for bookstore, staff and students, parking, third party billing, facility rental, in-house facility request, ASB accounting, budget, purchase requisition, payroll, printing and mailing.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

- Adding one additional staff, we were able to support more students that led to better customer service and relationship with students (allowing us to help more students both day and night).
- Conducted 3 Banner trainings. These trainings provided managers and staff with the location of

resource documents, including training documents to improve their skills. This gave them access and information allowing them to run additional financial reports, showed their budget availability and activity and communicated new purchasing procedures. We also reviewed HR and payroll procedures in coordination with the District HR.
- We did two major staff meetings to discuss program review and assessment of our goals. We realized that we need additional information including student headcount to better assess our results.
- Cañada initiated and assisted with the district in developing the new procard scanning procedures. The district developed training modules and videos, we provided the location of these training documents in each of our trainings.
- We implemented a new payroll process to capture short term and student payroll which allowed us to verify paper checks issued in our college.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

There have been significant increases in the activities required of the central duplicating which may lead to the request for additional help.
- Central Dup: There has been a dramatic increase in duplicating due to increased work requests from the Bookstore. We will continue to assess work load.

8. **Unit Action Plan for 2013/14**

- Schedule more Banner trainings for managers and staff
- Conduct monthly staff meetings
- Continue to develop training documents/procedures for managers and staff
- Continue to update existing business office procedures

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel:

Additional hourly staff or student assistants at Central Duplicating/Mail office may be needed

Professional Development:
- Plan to have a separate session of BPA for cashiers in 2014 to review the current business processes and create a plan to implement the recommended changes and continuously update our program plan for the following year.
- Attend conferences and seminars for self-enrichment/enhance job skills.
- Attend this year's Cañada's classified retreat.
- Train additional staff for webXtender/indexing

Supplies & Equipment:
- Additional 3-hole punch for copier in Central Duplicating
- Headset for Reprographics Technician
- Accurate bill counter for cashier's office (due to increase in parking income)
- Printer for Dave and Sarita (current printer jamming)

Facilities: None

Other:

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

Program Learning Outcome: With better communication and awareness of resources, more students will pay their fees.

11. **Administrative Unit Outcome assessment**

Assessment results:
- We had a brief meeting with all cashiers to determine when would be the best time for the BPA. Need to coordinate with Skyline and CSM.
- Initial assessment showed no significant change, we wanted to continue gathering data to see that if with more time, the results would change.

Summary of dialogue about results:

12. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

- BPA for Cashiers
- Continued analysis for Parking and new vendor for payment plan and effectiveness of our communication – GWAMAIL, SARS Calls and personal calls from Drop Report

Administrative Unit Program Plan

Name of Unit: Office of Marketing and Communications.

Completed by (Writing Team): Robert Hood.

List of staff/personnel in Unit with titles: Robert Hood, Director of Marketing, Communications & Webmaster .

Unit mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College:

Cañada College Marketing & Communications supports the college mission by working with faculty, staff, and students to develop and implement cost-effective communication and marketing strategies to enhance public awareness of the educational and enrichment opportunities at the college and facilitate campus-wide communication on important issues. This is accomplished through the creative use of websites, social media, internal and external college publications, working with the news media, paid advertising, and special projects.

Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your unit and its purpose:

The Marketing & Communications Office maintains the college website, an essential communications tool for all staff, faculty, students and prospective students. The site supports an average of 60,000 visits per month and approximately 160,000 page views. The Marketing & Communications Office staff work with personnel around campus to maintain content and develop and maintain new pages on the site. The office assesses the site on a daily basis through the use of Google Analytics. The website is also assessed annually as part of the National Media Preferences Survey, an online student survey, conducted by Interact Communications.

In addition to the website, the Marketing & Communications Office maintains Cañada's primary social media accounts (Facebook, YouTube, LinkedIn, and Twitter). These are an integral communication links with current and prospective students as well as alumni and the general public. The office provides help to other departments developing secondary social media accounts that are program specific.

The office works with departments around campus to distribute e-mail communications to students through GWAMAIL. This includes developing the message and targeting the audience.

Media relations are coordinated by the Director of Marketing & Communications in association with the college administration. This includes writing and distributing news releases and answering media inquiries.

The annual marketing plan for the college is developed, executed, and assessed by the Office of Marketing & Communications at the direction of the President's Cabinet. This includes the website, printed materials including the class schedule and catalog, special event marketing, social media, and outreach. It is the department's goal to coordinate the annual marketing plan to the recently completed Strategic Enrollment Plan and Strategic Engagement Plan.

The Office of Marketing & Communications also produces a news blog that is updated regularly and informs students, staff, faculty and the general public. In addition, a monthly report on the college is provided to the President for distribution at the Board of Trustees meetings.

The department heavily involved in shared governance both on campus and in the District. The Director of Marketing, Communications & Webmaster currently sits on the campus Safety Committee, College Planning & Budget Council, President's Cabinet, Administrative Planning Council, Commencement Committee, District Budget Committee, Student Equity Committee, Student Services Planning Council, and various hiring committees.

Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.

Over the past year, the Office of Marketing & Communications has adjusted its annual plan to meet the changing nature of the college. The Director of Marketing & Communications works directly with President Larry Buckley to execute the college communications strategy. In December, 2013, AdAge Advertising was hired to execute a limited public relations campaign using direct email to local households in and around Redwood City; a cable television advertising campaign; and an online campaign on the popular music streaming service, Pandora. President Buckley worked directly with the Director of Marketing & Communications to develop the advertising scripts and the president served as the central spokesperson in the television advertising campaign.

The goal of the campaign was to deliver more viewers to key pages on the college website, including the Apply Page. During the ad campaign, the number of visitors to the college Apply Page increased from 2,259 to 2,805 compared to the same time the previous year. This was a 24 percent increase. There was also a 6.2 percent increase in the number of applications received by the college. By Jan. 30, a week after the spring semester began, the college saw a slight increase in headcount compared to 2013, despite the county's low unemployment rate.

The Office of Marketing & Communications began examining the college website in more detail in 2011-12 and commissioned a focus group study to review how user groups interact with the site. The information from the focus group study, combined with annual analytics of the site, and results of the Student Media Preferences Survey provided a clear picture of how our site is used and was instrumental in a complete redesign of the site that was completed in June, 2012.

The college continues to maintain a limited presence on radio with a week-long radio campaign was conducted on KGO radio to promote the annual Arts & Olive Festival & Artistry in Fashion, the school's largest public events.

The rise of social networking sites such as Twitter and Facebook have required an increasing number of hours of staff time each day. To be effective, social networking sites need to constantly be updated with relevant information. The Cañada Facebook site doubled in users over the past year and a growing number of students rely on it for information. The college Facebook site is now reaching approximately 10,000 users a week, nearly the same amount of traffic that visits the college website.

Twitter serves a different purpose. While a small number of students use it as a news source, a much larger number of news outlets and government agencies use Twitter to gather information. It has become a crucial tool for disseminating information to the general public about our campus. The college is adding approximately 300 "tweeps" every quarter and sends out about 100 "tweets" per month.

The Office of Marketing & Communications also works with departments to assist them with their own social networking sites.

Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.

With the retirement of the college webmaster, Cañada becomes the only school in the district to have one person serving as both the Director of Marketing and Webmaster. There has been no professional development provided to the Director of Marketing during this transition. The lack of personnel creates a situation where only the most pressing web updates are addressed.

Unit Action Plan for 2013/14

The Office of Marketing & Communications will work closely with the college community to implement the recently completed Strategic Enrollment Plan and Strategic Engagement Plan. As those plans are finalized and approved by the college community, the Director of Marketing & Communications will work with the President's Cabinet to develop a short-term and long-term marketing plan for the college.

The office has continued to grow Cañada's social media presence, nearly doubling the number of Facebook site visits over the past two years. This will remain a priority and a significant time commitment for the office.

The Director will continue to serve as Webmaster and work with the college community to update the college website.

Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each are listed below and include any cost/budget estimates.

Personnel: The office needs a Webmaster. The starting salary would be approximately $66,000 a year.

Professional Development: The current employees need professional development in advanced web analytics, web page design, and social networking.

Supplies & Equipment: The office has sufficient funding for supplies and equipment.

Facilities: The office has sufficient workspace for two employees.

ADMINISTRATIVE UNIT PROGRAM PLAN 2013-14

1. **Name of Unit:**   **Planning, Research, and Institutional Effectiveness**

2. **Completed by (Writing Team):**   Chialin Hsieh and Brandon Price

3. **List of staff/personnel in Unit with titles**   Dean of Planning, Research, and Institutional Effectiveness

     Research Analyst

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

> The Office of Planning, Research and Institutional Effectiveness (PRIE) provides leadership in collaboration with the president's Cabinet for institutional planning, research, monitoring of the governance system, District policy development, accreditation, and other initiatives that enhance institutional effectiveness and promote student success. PRIE oversees and implements planning and research activities to positively impact student outcomes; oversees and coordinates implementation of the college strategic and master plans and provides leadership in other major planning efforts.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

> The Office of PRIE provides information and guidance, in an ongoing fashion, to the college's administrative leadership team, faculty and staff to help guide decision-making. The office supports classroom and program level decision making by providing information related to student performance and responsiveness to college interventions. Support is provided through a variety of tools & venues including program review, individual research requests, presentations of evidence and research findings, facilitated conversations, and the development and monitoring of student learning outcomes.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

> The unit continued to support senior leadership by providing on-going information, data and other evidence to support college's strategic goals in response to on-going needs. However, due to personnel changes in PRIE (PRIE dean was hired in September 2013, a research analyst left in December 2013, a new research analyst was hired in February 2014) the unit did not complete the development of "a reference and tracking mechanism that will allow the college cabinet and other leaders to accurately track college plans, strategies … and monitor performance." This work will be continued over the next year.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

During portions of the past year, PRIE lacked sufficient human resources due to the departure of both the PRIE director and research analyst. Although these vacancies were filled thorough the hiring of the Dean of PRIE in and the hiring of the PRIE research analyst the office would still benefit greatly from the addition of a part-time (20 hours/week) office assistant or student worker to:
  (a) Support accreditation documentation efforts—post evidences, meeting minutes, set up templates, record checking
  (b) Support SLO—tracking, converting documents
  (c) Support planning efforts—keeping record of multiple plans progress, post evidences
  (d) Maintaining websites

8. **Unit Action Plan for 2014/15**

1. Complete the Research Plan and Implement the Research Plan (EMP Objective 2.12)
2. Set up and train key users on Data Dashboard (EMP Objective 2.12)
3. Support SLO efforts (EMP Objective 2.1)
4. Successful prepare for Follow-Up Report and visit in October
5. Update websites—accreditation, research, APC, other related websites
6. Study of placement (including validation) and improving remedial course sequence (Student Equity Plan)

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel:

A temp office assistant: (20 hours/week)
(a) Support accreditation documentation efforts—post evidences, meeting minutes, set up templates, record checking
(b) Support SLO—tracking, converting documents
(c) Support planning efforts—record checking multiple plans progress, post evidences
(d) Maintaining websites

Professional Development:
Attend RP Group conferences (Chialin and Brandon)

Attend ACCJC Accreditation related workshop (Chialin)

Supplies & Equipment:
NA

Facilities:
NA

Other:

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

(1) To conduct an annual satisfaction survey of all college faculty, staff and administrators to gauge both overall and project-specific satisfaction related to support provided by the office of PRIE including Research Report and other projects.
(2) To continue having dialogue with planning committees and various committees about the college's set standards and these standards' performance.

Assessment and/or focus group will be conducted through an on-line survey of all college faculty and staff. The first survey will be conducted in Fall 2014 which will provide a baseline for establishing outcome targets for subsequent years.

11. **Administrative Unit Outcome assessment**

Assessment results:
First assessment schedule in Fall 2014.

Summary of dialogue about results:
Survey results will be discussed either in Fall 2014 or Spring 2015 with senior leaders in college cabinet and with the college community in various forums.

12. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

NA

ADMINISTRATIVE UNIT PROGRAM PLAN 2013-14

1. **Name of Unit:**   Office of the Vice President, Instruction

2. **Completed by (Writing Team):**   Gregory Anderson, José Peña, Joan Tanaka

3. **List of staff/personnel in Unit with titles:**

> Gregory Anderson, Vice President of Instruction
> José Peña, Curriculum & Instructional Systems Specialist
> Joan Tanaka, Executive Assistant

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

> The Office of the Vice President of Instruction supports the college's mission of ensuring that students from diverse backgrounds receive quality instruction in general, transfer, career, and basic skills education. We provide leadership and support to all instructional programs in the college that are offered in three instructional divisions: Business, Design, & Workforce, Humanities & Social Sciences, Science & Technology. In addition, we also provide support for Basic Skills, CIETL, Honors, Distance Education, Kinesiology, Athletics & Dance dept., Library, Learning Center, Classified & Faculty Professional Development.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

> We provide support to all instructional programs in the college in the three instructional divisions, including Basic Skills, CIETL, Honors, Distance Education, Kinesiology, Athletics & Dance dept., Library, Learning Center, Classified & Faculty Professional Development.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

> a) Held Flex day activities during fall 2013 and spring 2014 semesters for faculty and staff for accreditation, Student Learning Outcomes, Assessment/Evaluation & Reflection. Faculty worked as a large group and then as departments to develop meaningful SLOs and assessment tools that were implemented.

b) Course Curriculum Development included: 95 new courses; 151 revised courses; 57 banked/deleted courses; 3 reactivated courses.

c) Program Curriculum Development included: 37 program modifications, 6 program deletions; 3 new AA/AS degrees, 9 new certificates of achievement; Developed 4 AA-T/AS-T degrees for transfer in: Anthropology, Business Administration, Computer Science and Studio Arts. These degrees are intended for students who plan to complete a bachelor's degree in a similar major at a CSU campus. Students completing these degrees (AA-T or AS-T are guaranteed admission to the CSU system, but not to a particular campus or major.

d) Offered continuous Professional Development workshops for all employees through CIETL to update their skills and stay current in their field.

e) The Articulation officer has been working closely with our faculty and CSUs, UCs, and private universities in articulating courses and has continued to work on C-ID approvals—course identifications number (formerly known as CAN—course articulation numbers). As if April 2014, all Cañada courses available for C-ID approval are approved 100%.

f) Hired 2 permanent librarians.
g) Hired 1 permanent Director of Learning Center.

h) In the process of hiring one Dean of Athletics, Learning Center, and Library (ALL), one Soccer Coach/Kinesiology Instructor for Athletics.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

Measure G funds allowed the Office of the VPI to continue funding (a sampling):

Funded 145 sections that served approximately 3,625 students

8. **Unit Action Plan for 2013/14**

- Work closely with Articulation Officer to increase articulated courses by _____ %
- Work closely with Articulation Officer to have courses approved with C-ID numbering 50%
- Create CurricUNET handbook, in conjunction with Skyline & CSM.

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel:

Need to hire a short term hourly or qualified student assistant to work on specific projects in the Instruction Office.

Professional Development:
a) Attend CIO conference in the fall and spring semesters.
b) Attend various conferences related to instructional matters.
c) Attend Banner workshop and MS Office, Adobe workshops and other trainings for classified professional development.

Supplies & Equipment:
None.

Facilities:
None.

Other:
None

10. Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.

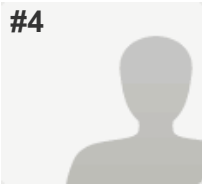**11. Administrative Unit Outcome assessment**

Assessment results:

Summary of dialogue about results:

12. Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making

#4 COMPLETE
Answers Entered Manually

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Q1: Name of Unit

VPSS Office

Q2: Completed by (Writing Team)

Richards, Robin

Q3: List of Staff/Personnel in Unit with titles   *Respondent skipped this question*

Q4: Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.

"

Purpose: To provide overall coordination and support for the student services division.
Goals:To provide leadership and vision for the student services area.To facilitate the delivery of student support services on campus.To coordinate the annual planning/program review functions of the student services programs.To monitor progress on the implementation of the Educational Master Plan.To effectively collaborate with the instructional area and the two other colleges in the district.   "

Q5: Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.

Quality of Academic Life;#Diverse Culture;#Personal Support and Development of Students;#Student Success Programs;#Innovative Programs Preparing Students for the University;#Innovative Programs Preparing Students for the Modern Workforce;#Innovative Programs Preparing Students for the Global Community

Q6: Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.   *Respondent skipped this question*

Q7: Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.

Moved A2B to the student services area.Created a collaboration between TRiO/A2B/BTO by moving the porgarms in close proximity.Provided a much stronger sense of student support services on campus and will continue to work on this.

Q8: Unit Action Plan for 2013/14

Have significant strong relationships with the feeder high schools.Begin setting up a process for assisting our most vulnerable students (low income) through the WFSN.

Q9: Personnel   *Respondent skipped this question*

Q10: Professional Development

None required. Will work with staff to determine their needs.

Q11: Supplies and Equipment   *Respondent skipped this question*

Q12: Facilities   *Respondent skipped this question*

Q13: Other

Continue to evaluate how well we are doing in our student services programs.

Q14: Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.

"The overall goal this past year has been on improving communication and teamwork among the various student services departments. To accomplish this, communication was enhanced through division meetings and email news. The following data were collected:Number of Division meetings - 6 (25-30 individuals attending each)Number of Student Services News Briefs - 10 "

1.4 Student engagement

2.1 Connections and outreach;#2.4 Student pathways;#2.3 Orientation;#2.6 Intentional counseling;#2.12 Monitor student success;#2.2 Assessment testing

Q15: Assessment results

The data collected are process measures. We may need to conduct a survey of the student services staff in the upcoming year to determine if communication was indeed enhanced.

Q16: Summary of dialogue about results:

Completed revision of the Chapter 7 Board Policies and Procedures (approved by the Board in late summer 2013)Conducted professional development activities with student services staff members.Worked to assure the student services areas met all of the accreditation standards.Created a draft student engagement plan and high school recruitment/connections plan to be a part of the actions associated with the Strategic Enrollment Plan.

Q17: Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making

"2013-14 VPSS Objectives
1. To assure all student services programs continue at the proficiency level.
This task was completed. All SS programs have SLOs, assess them and they are discussed at the SSPC meetings.
2. To revise the student services (Chapter 7) policies and procedures.
All of the policies and procedures for Student Services were reviewed, revised and approved by the Board of Trustees.
3. To improve communication and create a strong cohesive student services team.
This is a work in progress. Communication activities have continued throughout the year. Meetings are conducted with the departments. A survey will be conducted during 2014-15 to determine how well the changes made are working.
4. To promote professional development for the student services staff.
The division meetings conducted had speakers and were primarily professional development. The Strengthsfinder was completed by SSPC and will be completed by A&R, Financial Aid, Cashier's Office, Welcome Center, and Counseling over the next month.
    5.   To coordinate the student conduct and grievance processes.
Working with the VPSS Assistant, these processes have been functioning very well.
"

"Implement the high school recruitment plan to increase the number of students who attend Canada College.Implement the student engagement plan to improve success rates among students.Improve relationships with the feeder high schools.Develop the Working Families Support Network.
"