

CBT Fiscal Improvement Plan Services Project (2019-2020)

Phase II: Implementation

August 2019 – May 2020

Mid-Project

Board Progress Report

November 12, 2019

CBT PROJECT TEAM

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Integrated Themes

- Student access and success: **Student Life Cycle Continuum**
Connection → Entry → Progression → Completion (transfer/job)
- The Four C's: **Communication; Cooperation; Coordination; Collaboration**
- Transparency, inclusion, and engagement/participation
- Valuing every member of PCCD; restoring mutual respect; and embracing change
- Building institutional capacity for meaningful change, fiscal stability, and decreased reliance on external consultants

Action on Six Areas of Recommendations



Area 1: Leadership and Accountability

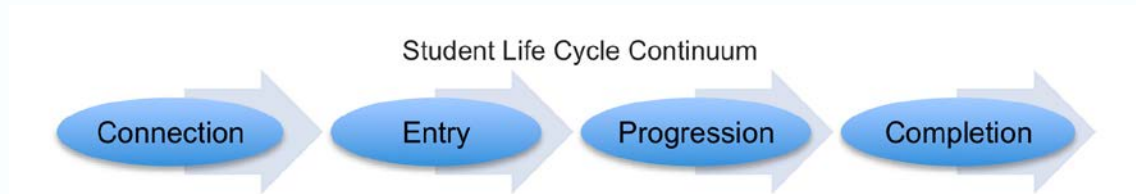
- Executive Turnover and Staffing
Team Building; Exit Interviews; Regain Mutual Respect
- Organizational Structure
District Office Structure
Filling key vacancies
- Automation, Technology Solutions, and Long-Range
Technology Planning
(Not in contract)

Area 1: Leadership and Accountability District Response

- 24 Positions Funded/IP
- Culture changing communications and collaborations begun
- Executive Team Site
- Protocols for Board Staff Communications affirmed
- Leadership Standards of Excellence Integrated
- Exec Leadership ICF Coach
- Showing up Differently



Area 2: Enrollment Management



- **Schedule Redesign:** Block scheduling; POST: district-wide schedule; district-wide DE; room utilization; student-friendly
- **Program Redesign:** Consolidation; ADs → ADTs; Stacked Credentials; Discontinuation; New programming; 52.5 → 54 hrs
- **Faculty Assignments:** FTEF for new FTES; 17.5 Productivity; Analysis of instructional vs. non-instructional assignments; 50% Law
- **Student Services Priorities:** Degree Audit; Transfer Credit; Reach FA eligible students; FA Processing; Analyze “Loss points”; Student Perspective

Area 2: Enrollment Management District Response

- Block scheduling discussion between VP's, DAS, and VCES – implementation 2020
- Classified Professional Schedulers meet districtwide
- Focus on support classes and capstone classes (SCFF)
- Increased ADT's (SCFF)
- Timelines for course and program updates established
- Updated and implemented EM Plans
- Website refresh/Student Videos
- Increased soc media



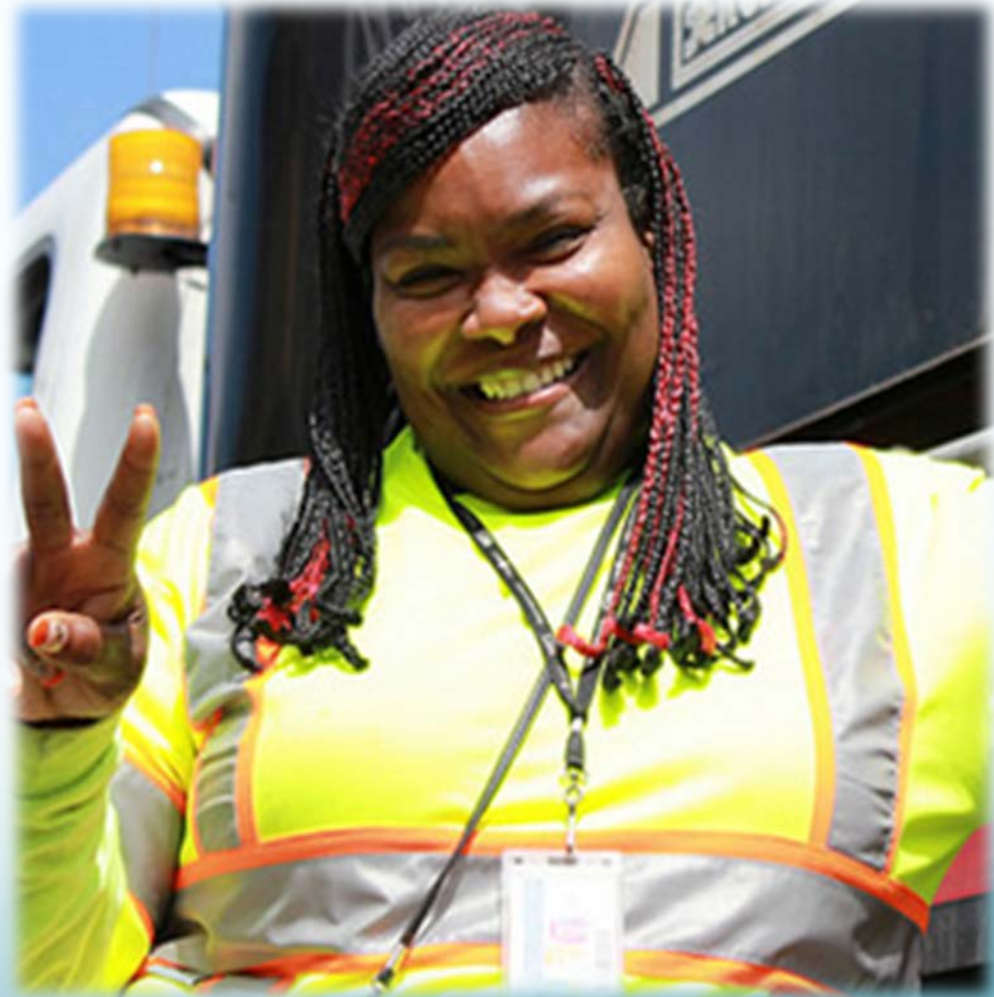
Area 3: Systems and Processes

Focused on Four Priorities for 2019-2020:

- Procurement / Purchasing Processes
- Work Order Processing (Facilities and M & O)
- G.O. Bond management and Communications
- Enterprise Leasing and Facilities Use

Area 3: Systems and Processes District Response

- Purchasing director selection in progress
- Purchasing and DGS are now fully engaged and coordinated
- New purchasing administrative procedures drafted
- Work-order system has been re-established
- Director of M&O, chief engineer, grounds supervisor and custodial supervisor in process
- GO bond program manager will be hired Jan 2020
- Oversight committee being staff and scheduled



Area 4: Organizational Structure & Staffing

- Organizational Structure

Refine Delineation of Functions / Services
Refine Shared Governance Structure

- Streamline / more nimble
- Focus on the “Four Cs”

- Staffing

Centralized / decentralized services
Instructional management structure

- Professional Development

HR Model
Professional Development Matrix

Area 4: Organizational Structure & Staffing District Response

- 5 VC's
- PBIM charged with recommending Design Principles for District reorganization
- Looking at Financial Aid, A&R, Facilities, Maintenance, Technology and Public Relations
- Identifying needs for compliance and accreditation
- Starting an IEPI request for PD \$200,000



Area 5: Fiscal Stability

- Validate PCCD Budget Office Numbers
- Review and Analyze SCFF; Validate PCCD Projections
- Review / Validate FCMAT Risk Analysis
- Ongoing Concerns for Board / Chancellor Oversight

Area 5: Fiscal Stability

District Response

Multiple Items in Progress

- Annual Independent Audit Report – RFP for new firm in progress
- Budget Development and Adoption – Use SCFF and revised FTES projections
- Budget Monitoring being addressed in ACCJC
- Cash management – current reconciliation efforts add'l work dependent on hiring key positions
- Intra-fund and Interfund Transfers – addressed with positions being filled (VC, Internal Auditor, Director of Purchasing & other staff positions)
- Enrollment and Attendance being addressed
- Internal Controls and Fraud Prevention – people, positions, and procedures needed. Leadership and internal auditing key
- Leadership Stability – Hiring in progress



Area 6: Public Image and Marketing

- Resource to new Executive Director
(No work included in CBT contract)
- Recommendations:
 - **Web pages: update; mobile- and user-friendly**
 - **Diversify marketing; include social media**
 - **Proactive in-reach and outreach**
 - Reach unserved/underserved students
 - Spring campaign for current students
 - Spring campaign for new students

Area 6: Public Image & Marketing District Response

- Expanded Soc Media
- Increased Events Promotion
- Boosting to expand reach
- Email and SMS troubleshooting District/College communication protocol Spring 2020 -enrollment promotion with vendors and in-house managed digital advertising
- Upgraded WordPress and PHP versions
- College Website refresh
- Google Analytics = usage metrics
- Shared Governance meetings for Website redesign advisory committee volunteers = 2020 redesign planning

