



2014

Departmental Review

OFFICE OF THE PRESIDENT

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Executive Summary

This document represents the first program review for the President's Office. While the President's Office itself as an entity is comprised of only three staff members (i.e., the President, a full-time Executive Assistant, and a full-time Staff Assistant), the Office itself is part of a larger President's Wing comprised of the Foundation Office; the Institutional Effectiveness, Research and Grants Office; the Military Education, Corporate Training, and Business Development Office; and the Academic Senate. The President's Office operation touches all aspects of the College operation, including planning, budgeting, instruction and student services, ancillary operations, and administrative services. In addition, the Office serves as a liaison to the District.

The survey results yielded mixed reviews, with the majority expressing satisfactory progress on the items on the survey. A smaller but important group of respondents indicated there is more work to do. A review of the comments similarly showed mixed results as well, with the majority being positive. Actionable comments, e. g., improved communication and visibility, will be followed up. Based on the comprehensive evaluation of the office, the following goals have been established:

- 1.1 Improve governance assessment
- 1.2 Integrated planning assessment
- 1.3 Communication audit

- 2.1 Learn SharePoint

- 3.1 Improve flow and aesthetics of work spaces

- 4.1 Establish a SharePoint webpage
- 4.2 Establish communication via social media

Section 1: Departmental Planning:

1.1 Department Overview

The Office of President provides leadership to foster excellent teaching and learning for students enrolled in associate degree, transfer, certificate, career, basic skills, or contract education programs and offerings; promotes the practice of a robust participatory governance; and encourages evidence-based integrated planning. In collaboration with the Board of Trustees, the Chancellor, administrators, faculty members, staff, students, and the community, the Office of the President develops and implements a shared mission and vision for the college.

The Office of the President works formally and informally with the campus constituents through established participatory governance bodies and processes and District to analyze and anticipate trends, establish goals and expectations, facilitate communication, and resolve concerns. The office also works with internal and external stakeholders to effectively manage the institution and in order to ensure that its programs, services, and facilities meet the needs of students and the community, and regional accreditation standards. The Office of the President communicates regularly with AACJC regarding accreditation policies, processes, and other accreditation-related matters.

The Office of the President is responsible for facilitating communication between the college and the Chancellor/District and has primary responsibility for implementing District policies. The President leads the campus in ensuring a climate of collaboration; quality educational programs; compliance with laws, regulations, and accreditation standards; fiscal responsibility and accountability.

1.2 Department Assessment

In fall 2014 a college wide employee survey was conducted to obtain campus perception regarding the leadership, support and advocacy for the planning and governance structure of Coastline. The findings of the survey in Table 1 show that over 80% of the respondents ($N=66$) were in agreement that the President's Office provided effective leadership, support and advocacy for planning and 79% for governance. The summary of the narrative feedback mirrored these results with a focus on excellence in leadership with strong anticipation for the future vision of being a college without barriers.

Future research will be conducted utilizing the Personal Assessment of the College Environment (PACE) as means to address the effectiveness of leadership regarding planning and governance.

Table 1 *Survey on the President's Office Fall 2014*

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree
Provides leadership that creates a culture that encourages administrators, faculty, staff, and students to participate in data driven decision-making processes.	28.8%	48.5%	16.7%	6.1%
Provides leadership that ensures that the college plans and manages its short- and long-term financial resources prudently and effectively in a manner that supports student learning.	31.8%	50.0%	13.6%	4.5%
Provides leadership in the delivery of high quality educational programs and services, including planning, development, program review, and staffing.	30.3%	47.0%	16.7%	6.1%
Supports the structure and processes of integrated planning through participatory systems.	33.3%	48.5%	15.2%	3.0%
Advocates for transparent information sharing through the governance process.	33.3%	47.0%	10.6%	9.1%
Responds timely through effective communication channels.	31.8%	47.0%	15.2%	6.1%
Supports a professional environment across the college.	34.8%	45.5%	7.6%	12.1%

Each semester hold the office holds an Open Forum lunch and discussion session at each campus, Garden Grove, Le-Jao, Newport Beach and the College Center. The President, three Vice Presidents and Executive Dean are present and available to speak with students, staff, faculty and any other guests about Accreditation or any other topics.

1.3 Progress on Previous Goals

This is the first Comprehensive Department Review therefore there have been no previous goals established.

However, the President establishes performance goals annually. These goals directly support the College's mission and goals as outlined in the educational master plan. The President's goals are shared for information and feedback with the Chancellor, members of the College Council, and the Management Team. The goals are developed in collaboration with the President's Cabinet. Participatory governance representatives on the College Council and the Management Team are subsequently encouraged to share copies of the goals with their constituencies. The extent to which the goals are achieved is measured during the President's performance evaluation process.

1.4 Administrative Unit/ Service Area Outcomes

AUO/SAO 1: Provide leadership that creates a culture that encourages administrators, faculty, staff, and students to participate in data driven decision-making processes.

TARGET: 100% participation across all governance and planning committees and 80% of the campus survey will be in agreement that this AUO/SAO is being achieved.

FINDING: There was 100% participation across all governance committees in 2013-2014. However, only 77.3% of participants were in agreement with the AUO/SAO is being achieved.

ACTIONS: None

AUO/SAO 2: Provide leadership that ensures that the college plans and manages its short- and long-term financial resources prudently and effectively in a manner that supports student learning.

TARGET: PIEAC complete the budget prioritization process and 80% of the campus survey will be in agreement that this AUO/SAO is being achieved.

FINDING: The budgetary prioritization process was completed and \$1.7M allocated. The findings of the survey showed that 81.8% of participants were in agreement with the AUO/SAO is being achieved.

ACTIONS: None

AUO/SAO 3: Provide leadership in the delivery of high quality educational programs and services, including planning, development, program review, and staffing.

TARGET: 100% of on-time program and departmental review completion and 80% of the campus survey will be in agreement that this AUO/SAO is being achieved.

FINDING: 90% of all comprehensive program and departmental reviews were completed in 2013-2014. The findings of the survey showed that 77.3% of participants were in agreement with the AUO/SAO is being achieved.

ACTIONS: Work with the Dean of Institutional Effectiveness to set effective planning benchmarks to ensure 100% compliance.

AUO/SAO 4: Continually review and assess the structure and processes of planning and governance.

TARGET: Complete annual committee and planning assessment surveys.

FINDING: 100% of all governance committees were assessed and report was presented in fall 2014.

ACTIONS: Increase survey response rate from 80% to 90%.

1.5 External Compliance

None applicable.

1.6 Goals/Recommendations

Goal 1.1 Improve Governance Assessment

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal will support a more collaborative and transparent interaction between campus constituents and support and more cohesive planning and governance structure. (CCC Goal(s): 5, 6)

Recommendation for goal achievement

Support on-going discussion through all constituency groups and conduct an annual assessment. No cost associated.

Goal 1.2 Integrated Planning Assessment

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal would ensure that our integrated planning processes are regularly evaluated and adjusted as needed; more importantly, it would ensure that resources are appropriately and adequately allocated to support college mission, goals, and priorities. (CCC Goal(s): 6)

Recommendation for goal achievement

Conduct an internal study on integrated planning. Complement the study with an environmental scan of best practices and models for planning. No cost associated.

Goal 1.3 Communication Audit

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal would determine how communication can be improved. (CCC Goal(s): 6)

Recommendation for goal achievement

Conduct a communication study through the utilization of communication strategy literature and instruments. The information will be utilized as means identify gaps in communication channels. No cost associated.

Section 2: Human Capital Planning

2.1 Departmental Staffing

Table 2.1 *Staffing Plan*

Year	Administrator	Management	Faculty	Confidential/Classified	Hourly
2014-2015 (present)	1	0	0	2	1
2017-2018 (3-year)	1	0	0	2	1
2019-2020 (5-year)	1	0	0	2	1

The President's Office consists of the President, the Executive Assistant to the President and the Staff Assistant (Special Projects, 50% President's Office, 50% Academic Senate). The Executive Assistant supports the President 100% and the Staff Assistant supports the Academic Senate at least 50% and also supports the President and Executive Assistant when needed and with special projects. No changes have occurred over the past five years, except for the vacancy of the Executive Assistant position from August 2012 – April 2014. During this time, the Staff Assistant took a special assignment to fulfill the duties of the Executive Assistant. An hourly employee helped out with some of the staff assistant and Executive Assistant duties. As of October 2014, both positions are filled with permanent staff and no staffing growth is expected in the next three to five years.

2.2 Professional Development

The President's Office strongly supports professional development for all staff. This support is evidenced by the funding made available for various professional development activities, as well as by the approval of numerous professional development requests funneled through the President's Office. Below are examples of professional development activities conducted by the President's Office:

Executive Assistant Meetings and Professional Development:

President's Wing Planning Council
Processes Task Force (District)
Coastline Summer Institute

President's Conferences and Professional Development:

Coastline Summer Institute
AACC President's Academy Summer Institute
AACC Fall Meeting
CCLC Annual Convention
League of Innovation Conference
APAHE Conference
AACC Annual Convention

2.3 Goals/Recommendations

Goal 2.1 Learn SharePoint

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal would enable higher efficiency in the dissemination of transparent information. (CCC Goal(s) 6)

Recommendation for goal achievement

The office will need to work with IT to setup and learn how to use SharePoint. No cost associated.

Section 3: Facilities Planning

3.1 Facility Assessment

The current location of the office is on the second floor of the College Center. Each staff member has a separate cubicle in close proximity to the President, which allows for frequent interaction.

The current layout of the President's office suite is less than ideal, including being co-located with the Foundation Office which tends to have a lot of events materials in plain sight, creating unsightly clutter that is highly visible to the visitors as they enter the President's Office suite. A number of visitors, as well as college staff, have commented about this situation.

As well, the layout of and furniture for the offices for the Executive Assistant and the Staff Assistant are very old and need updating. The purple colors of cabinets do not match the others in the suite. Additional storage spaces need to be built so that boxes and other materials are not in plain sight, adding to the cluttered and unprofessional look of the office. In order to remedy this issue the office may consider a re-organization. This plan can be supported with the Vision 2020 Facilities Master Plan (FMP) goals which focus need of reorganizing the space at Coastline Community College Center to increase efficiency and function.

3.2 Goals/Recommendations

Goal 3.1 Improve flow and aesthetics of work spaces

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal would enable greater work efficiency and convey a more professional look for the President's Office (CCC Goal(s) 6)

Recommendation for goal achievement

The office will need to work with the facilities planning department to identify new furniture and storage units, as well as the flow of the President's Office and wing area. (\$30,000)

Section 4: Technology Planning

4.1 Technology Assessment

The department has recently upgraded all the desktop computers with Measure M bond funding. The majority of the office technology reflects the desktop computers, printers, laptops and tablets. As means to maintain relevancy and transparency with document and information sharing, and posting of meeting minutes for employees and the community, it is imperative for the office to develop a SharePoint site. Increasing access to electronic copies could also decrease the college cost of resources related to reducing paper copies.

To support more transparent communication within and outside the college, it would be imperative that the President's Office invest time into social media (e.g., Twitter, Instagram). This would create a venue to increase information transparency and working in tandem with the Marketing Department keeping the community abreast of the college news and events.

4.2 Goals/Recommendations

Goal 4.1 Establish a SharePoint webpage

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal will allow for a centralized location to store agendas, minutes, handouts and access to information (CCC Goal(s): 3, 6)

Recommendation for goal achievement

Participate in a campus-wide SharePoint training, then establish and maintain the webpage on a weekly basis. No cost associated.

Goal 4.2 Establish communication via social media

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The achievement of this goal would provide other means of communication and it is anticipated that communication to students, staff, and the community could be enhanced. (CCC Goal(s): 2, 3, 6)

Recommendation for goal achievement

Create Office of the President social media profiles and utilize them on a consistent basis. No cost associated.

Section 5: Comprehensive Planning Recommendations

5.1 Goals

- 1.1 Improve governance assessment
- 1.2 Integrated planning assessment
- 1.3 Communication audit

- 2.1 Learn SharePoint

- 3.1 Improve flow and aesthetics of work spaces

- 4.1 Establish a SharePoint webpage
- 4.2 Establish communication via social media

5.2 Budget Prioritization Overall

Goal	Action Plan	Inst. Goals	Type of Resource	Resource needs, if any	Dept. Priority	Approx. Cost
3.1	Improve flow and aesthetics of work spaces	6	Facilities	Re-organization of the area and obtain new furniture	1	30,000
1.1	Improve governance assessment	5, 6	Administrative	None	2	No Cost
1.2	Integrated planning assessment	6	Administrative	None	3	No Cost
1.3	Communication audit	6	Administrative	None	4	No Cost
4.1	Establish a SharePoint webpage	3, 6	Technology	SharePoint webpage	5	No Cost
2.1	Learn SharePoint	6	Professional Development	SharePoint training	6	No Cost
4.2	Establish communication via social media	2, 3, 6	Technology	Social media network	7	No Cost