STUDENT SERVICES RE-ORGANIZATION

In anticipation of welfare reform, we feel the need to reorganize the Student Services structure and delivery system. Coincidentally with our desire to address the needs of welfare reform, the EOPS Coordinator I position has become vacant. We are reacting to an external demand with an internal reorganization.

The areas of Student Services which best lend themselves as administrative units to welfare reform are EOPS and Financial Aid. These areas will have the Welfare Reform responsibilities:
a. to be the liaison with the Chancellor's Office
b. to be liaison with County government
c. to develop the internal relationships between Academic and Student Affairs staff

We are recommending an administrative staff re-organization of EOPS and Financial Aid and the additional responsibilities of college-wide coordination of welfare reform. This would address many issues, including but not limited to the following:

1. Better service to students;
2. Impact of Welfare Reform on CARE, Financial Aid, and EOPS programs;
3. Impact on redesign of Financial Aid Office;
4. Integration of three similar dependent programs;
5. Better cross training of staff

The recommendation includes the elimination of two positions and combining these duties into a new Coordinator II Educational Administrator position:
• Financial Aid Specialist (incumbent Marsha Wright)
• EOPS Coordinator I (vacant)

The creation of three positions:
• EOPS/Financial Aid/Welfare Reform - Coordinator II (Job classification attached)
• Two (2) Program supervisors - one in Financial Aid and one in EOPS (MSC - Level 37) (Job Classification attached)

The current incumbent of the Financial Aid Specialist position would be reclassified to this new Coordinator II position effective July 1, 1997. The two new program supervisors positions will be opened by job announcement and will follow the regular open recruitment employment process.

There will be no additional cost to this reorganization. Attached are the cost analysis, current and proposed structures, and new job descriptions.

The Superintendent/President recommends the reorganization as described above and approves the job classifications and reclassification of Marsha Wright, Financial Aid Specialist (MSC 44) to Coordinator II, Step 1, effective July 1, 1997.

Attachments (2)

PROPOSED
EOPS/Financial Aid/
Welfare Reform Coordinator II

Starting Date: July 1, 1997

Description of Position:
The position of Educational Administrator, Coordinator II (Financial Aid, EOPS, Welfare Reform), is a contract, 12-month assignment.

Major Duties and Responsibilities:
Responsibilities include development and administration of the related functions of the college, assisting and advising in the formulation, revision and implementation of policies and procedures, and related work as required. The Educational Administrator, Coordinator II is responsible to the Dean of Student Services. Other responsibilities include:

- Welfare reform liaison with County Government
- Welfare reform with the Chancellor's Office
- Developing the internal relationship between Academic and Student Affairs
- Supervising the implementation of policies and regulations for EOPS/Financial Aid/Welfare Reform
- Supervising the activities of the Program Supervisors, Certificated instructors/counseling staff, and clerical staff.

- Developing and implementation of related budgets.
- Providing in-service training for staff, peer counselors, and faculty
- Developing and implementation of outreach, recruitment, and orientation activities
- Preparing specialized reports and information.
- Supervising the coordination of all related student support activities, e.g., child care services, tutoring, counseling, etc.
- Conducts information systems analysis
- Conducts research activities to track students
- Conducts surveys and compiles data concerning the needs of students.

Minimum Qualifications:
1. Possession of a Master's Degree from an accredited institution.
2. Must have, within the last four years, two years of full-time experience or the equivalent: (1) in the management or administration of educational programs, community organizations, government programs, or private industry in which the applicant dealt predominantly with ethnic minorities or persons handicapped by language, social or economic disadvantages.
3. Must have completed a minimum of six units of college-level course work predominantly relating to ethnic minorities or persons handicapped by educational, language, or social disadvantages.

Desirable Qualifications:
- Knowledge of and commitment to the mission of the California Community Colleges.
- Experience in the hiring, training and evaluation of staff.
- Experience in budget development and administration.
- Knowledge of developments in the use of technology and alternative delivery systems.
- Knowledge and commitment to the principles of Extended Opportunity Programs and Services (EOPS)/Financial Aid/Welfare Reform.
- Experience in working with students from diverse cultural, ethnic, socioeconomic, academic, and disability backgrounds.
- Knowledge and experience in evaluation and research methodologies.
- PC experience and working knowledge of computer software is highly desirable, e.g. word processing, spreadsheet.

Santa Barbara City College

EOPS AND FINANCIAL AID PROGRAM SUPERVISORS
MSC Range 37

DEFINITION
Under direction, to assist the Coordinator II (EOPS, Financial Aid, Welfare Reform) in the development and administration of the related functions of the college; to assist and advise in the formulation, revision, and implementation of policies and procedures; do related work as required.

EXAMPLES OF DUTIES
Supervises the implementation of policies and regulations; recommends changes or modifications in policies, procedures, and rules; coordinates clerical staff; assists in the preparation and implementation of various budgets; assists with in-service training for staff, peer advisors, and faculty; determines student eligibility for program; assists with research activities to track students; conducts surveys and compiles data concerning the needs of students; consults, advises and resolves problems and questions; composes letters, memoranda and directives; prepares specialized reports and information; supervises the activities of Special Program Advisors.

EMPLOYEE STANDARDS
Education and Experience: Any combination equivalent to graduation from college.

Knowledge and Abilities: Knowledge of administrative and clerical methods and procedures as they apply to assigned responsibilities; ability to use independent judgment in needs and problems; ability to interpret policies and procedures to students, staff, public agencies and community organizations; ability to establish and maintain effective working relationships with students, staff, and outside agencies; ability to supervise, train, motivate, and evaluate personnel; ability to prepare budgets and research reports; ability to effectively communicate verbally and in writing; ability to cooperate with others. PC experience and working knowledge of computer software is highly desirable, e.g. word processing, spreadsheet.

COST ANALYSIS
Financial Aid and EOPS Staff Re-organization

Recommendation One:

Abolish the following positions:

EOPS Coordinator I	$53,227
Financial Aid Specialist - MSC range 44	46,368
Salary Savings	$99,595

Recommendation Two:

Create the following positions:

Financial Aid and EOPS Coordinator II	$62,097
Program Supervisor (Fin. Aid) - MSC range 37	39,204
Program Supervisor (EOPS) - MSC range 37	39 204
	$140,505

Recommendation Three:

Use the following monies to fund the re-organization:

A) Salary Savings - Recommendation One	$99,595
B) EOPS Grant	39,204
C) Financial Aid Classified Hourly Reduction	1 706
	$140,505

Comments:

I)   All salaries are at the highest step. Actual first year costs would be considerably less. For example, if all new hires started at the first step the annual cost would be $114,188, not $140,505, a reduction of $26,317.

2)   EOPS grant increased from $488,149 in 1995-96 to $649,228 in 1996-97, an increase of $161,079. No student services would be reduced due to this re-organization.

3)   The Financial Aid Office has $9,161 budgeted annually for classified hourly help. A reduction of $1,706 would not impact services to students in any way.

4)   The Chancellor's Office has been advised of the proposed re-organization. We do not need Chancellor's Office approval for the re-organization - as it satisfies TITLE V regulations. However, we will need to ask for an approval of a lower District contribution amount as this re-organization does lower our contribution. Leonard Crawford indicated he does noif oresee any problem with approval as we are well above the mandatory 15%.

STUDENT AFFAIRS

Dean
Student Services
W. Cordero

Senior Secretary
C. Salazar

Athletic Director
B. Dinaberg

EOPS/Financial Aid
Coordinator II
(Welfare Reform Coord.)

Director Student &
Alumni Activities
(Vacant)

Cal-SOAP
F. Gusman

Assoc. Athletic
Director
E. O'Connor

Sr. Typist Clerk
R. Abbot (1/2)

Secretary
T. Subira

Int. Typist Clerk
P. Kelly

Athletic Trainer
S. Houlihan

Financial Aid
Program Supervisor

EOPS Program
Supervisor

EOPS Counselor
D. Williams-Hale

Cal-SOAP
Peer Advisors (24)

Sr. Typist Clerk
G. Cathcart

Financial Aid
Advisors
L. Cuellar
S. DeLacy
D. Holloway

Special Program
Advisors
G. Siemion
(CARE)
S. Cortez
J. Diaz
M. Unzueta

Research Technician
P. Krsnak

EOPS Classified
Hourly

Student Placement
Clerk
J. Vasquez

EOPS Peer Advisors
(24)

Sr. Typist Clerk
Scholarship
C. Solomon

Student Affairs

Vice President
Student Affairs
L. Fairly

Administrative
Secretary
C. Chaparro

Dean
Student Development
K. McLellan

Matriculation

Dean
Student Services
W. Cordero

Assistant Dean
Admissions & Records
J. Craven

Student Affairs

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                    ┌─────────────────────┐
                    │   Vice President    │
                    │   Student Affairs   │
                    │     L. Fairly       │─────┐
                    └─────────────────────┘     │
                                          ┌──────────────────┐
                                          │  Administrative  │
                                          │    Secretary     │
                                          │   C. Chaparro    │
                                          └──────────────────┘
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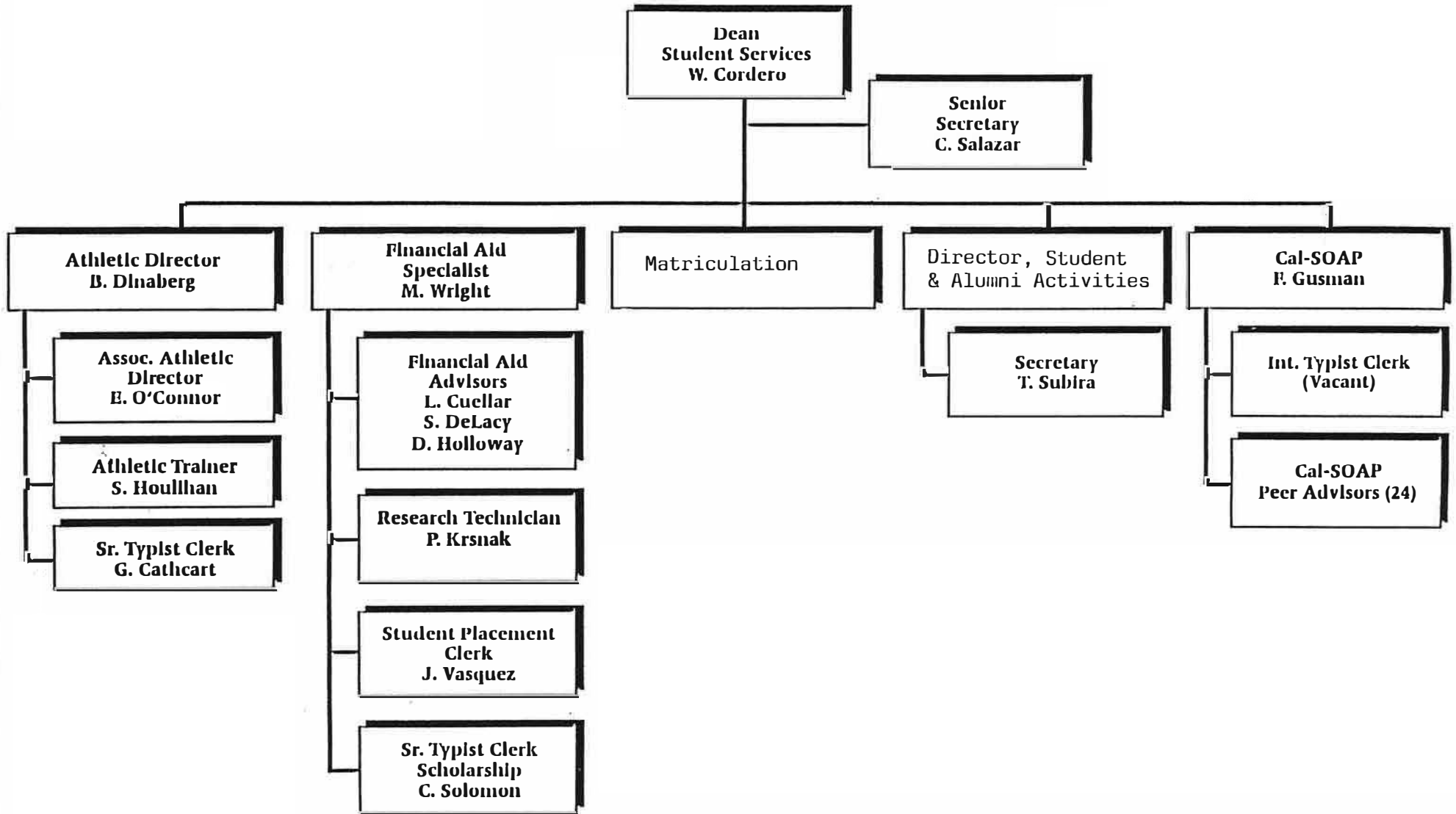| Dean Student Development K. McLellan | | Dean Student Services W. Cordero | Assistant Dean Admissions & Records J. Craven |

EOPS Coordinator I (Vacant)

- **Special Program Advisors**
  G. Siemion
  (CARE)
  S. Cortez
  J. Diaz
  M. Unzueta
- **EOPS Counselor**
  D. Williams-Hale
- **EOPS Peer Advisors**
  (24)
- **Sr. Typist Clerk**
  R. Abbot (1/2)

Student Affairs

**Dean
Student Services
W. Cordero**

**Senior
Secretary
C. Salazar**

**Athletic Director
B. Dinaberg**

**Financial Aid
Specialist
M. Wright**

Matriculation

Director, Student
& Alumni Activities

**Cal-SOAP
F. Gusman**

**Assoc. Athletic
Director
E. O'Connor**

**Financial Aid
Advisors
L. Cuellar
S. DeLacy
D. Holloway**

**Secretary
T. Subira**

**Int. Typist Clerk
(Vacant)**

**Athletic Trainer
S. Houlihan**

**Research Technician
P. Krsnak**

**Cal-SOAP
Peer Advisors (24)**

**Sr. Typist Clerk
G. Cathcart**

**Student Placement
Clerk
J. Vasquez**

**Sr. Typist Clerk
Scholarship
C. Solomon**

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COLLEGE PLANNING COUNCIL
June 17, 1997

Criteria for Ranking One-Time Resource Requests

</div>

1. The resource request has significant positive impact on students achieving their educational objectives.

2. Breadth of impact: The resource requests effects a large number of students and/or essential college activities.

3. The resource request has no negative fiscal consequences for the College if the activity to be supported by the resource request is not funded.

4. The resource request will address a significant health and safety concern and/or it will bring the District into compliance with a state or federal mandate.

5. The resource request will result in increased FTES or other increased revenue.

6. The resource request will result in increased productivity/lower costs to provide a service (on-going lower costs).

7. The resource request will be used to acquire/leverage external funds.

8. The resource request will be used to invest in college faculty, staff and/or infrastructure needed to achieve goals and objectives in the College Plan.

Note. Priority will be given to resource requests needed to support objectives in the College Plan. However, consideration will be given to requests that are not in direct support of objectives in the College Plan, but are viewed as essential to the operation of the College.

JF:jdm

SANTA BARBARA CITY COLLEGE
COLLEGE PLANNING COUNCIL
June 17, 1997

RESOURCE REQUESTS IN RANKED ORDER

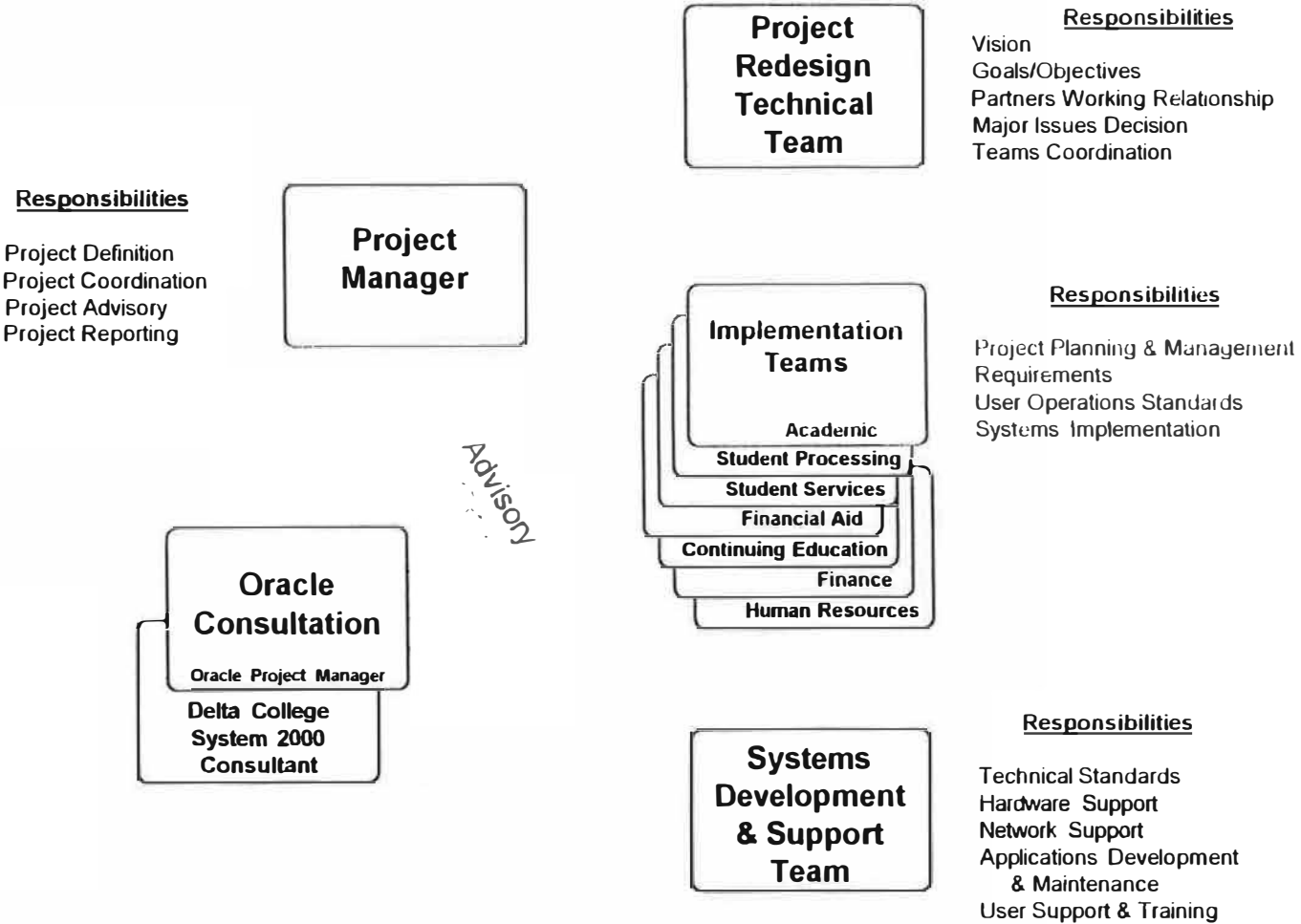| Item Requested	Total Points	Funds Requested	Cumulative Funds Requested
#1 Credit Card	54	$ 4,200	54,200
#2 TMI	54	$40,000	$ 44,000
#3 Elect. Apps	49	$ 5,000	49,200
#4 Parent-Child	47	$10,000	59,200
#5 Acad Senate	47	$7,240	63,440
#6 Coop Learning 1	46	$20,000	83,440
#7 Batting Cage	45	$1,300	84,740
#8 Tech Training	41	$15,000	99,740
#9 Budget Dev. Model	39	$30,000	129,740
#10 Phone Charges - Bus Serv.	39	$11,200	140,940
#11 Recruitment	37	$25,000	165,940
#12 Bio Course Dev.	37	$20,000	185,940
#13 Orientation Options	34	$7,500	193,440
#14 Inst. Effort	33	$10,000	203,440
#15 MAC Lab Furniture	33	$10,000	213,440
#16 Write Center CC	32	$10,000	
#17 Phone System CE	29	$18,000	
#18 Storage - CE	29	$15,000	
#19 CWIS - Web -	22	$22,000	
#20 Convert CAD	20	$5,700	
#21 Network Fax	19	$24,000	
#22 Coop. Learning 2	18	$10,000	
#23			
#24			
#25			
#26			
#27			
#28			
#29			
#30			

S.B.C.C. - BUSINESS SERVICES DIVISION

DATE: June 17, 1997

TO: College Planning Council

FROM: Charles L. Hanson, Vice President, Business Services

SUBJECT: **One-time Resource Requests 1997-98, Business Services Division**

1.	Student payments with credit cards	
	Readers/imprinters, 4 @ $150	$ 600
	Phone line installation	300
	Modification of counter	1,200
		2,100
2.	Convert archive plans/specs to CAD	5,700
3.	Development of new resources / budgeting model / method	
	Consultant	3,000
	Position backfill	10,000
	Travel 5-8 colleges	6,000
	Misc. - phones, copies, etc.	1,000
		20,000
4.	Phone instrument changes Security / elevator phones	
	20 @ $560 each	11,200
5.	Network FAX	
	Software	16,000
	Hardware - PC/server	8,000
		$24,000

Technology Conversion Project Infrastructure

Rev. 06/06/97

Project Redesign Technical Team

Responsibilities

Vision
Goals/Objectives
Partners Working Relationship
Major Issues Decision
Teams Coordination

Project Manager

Responsibilities

Project Definition
Project Coordination
Project Advisory
Project Reporting

Implementation Teams

Academic
Student Processing
Student Services
Financial Aid
Continuing Education
Finance
Human Resources

Responsibilities

Project Planning & Management
Requirements
User Operations Standards
Systems Implementation

Oracle Consultation

Oracle Project Manager

Delta College
System 2000
Consultant

Advisory

Systems Development & Support Team

Responsibilities

Technical Standards
Hardware Support
Network Support
Applications Development
   & Maintenance
User Support & Training

System Implementation Team

WORKING TEAM

System Project Manager	System Development	Oracle Consultant
User Representative	Decision Support Development	Data Base Administrator
	Non-Standard Reports Development	Third Party Vendor Liason

SUPPORT MEMBERS

Training Coordinator	Office Automation/ Workflow Administration	Workstation Support
User Documentation Support	Decision Support Development	Network Support Administration
	Operations Support	Web Administration

Academic
1 User (Team Lead)
2 User Representatives (as Needed)
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)
1 Third-Party Vendor for Facilities Scheduling
(as Needed)

Student Processing
1 User (Team Lead)
3 User Representatives (as Needed)
1 User Reports Developer (as Needed)
3 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)

Student Services
1 User (Team Lead)
3 User Representatives (as Needed)
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)
1 Third-Party Vendor for Degree Audit
(as Needed)

Financial Aid
1 User (Team Lead)
1 User Representative (as Needed)
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)
1 Third-Party Vendor for core Financial
Aid System (as Needed)

Contunuing Education
1 User (Team Lead)
2 User Representatives
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)

Finance
1 User/IRD Analyst? (Team Lead)
3 User Representatives (as Needed)
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)

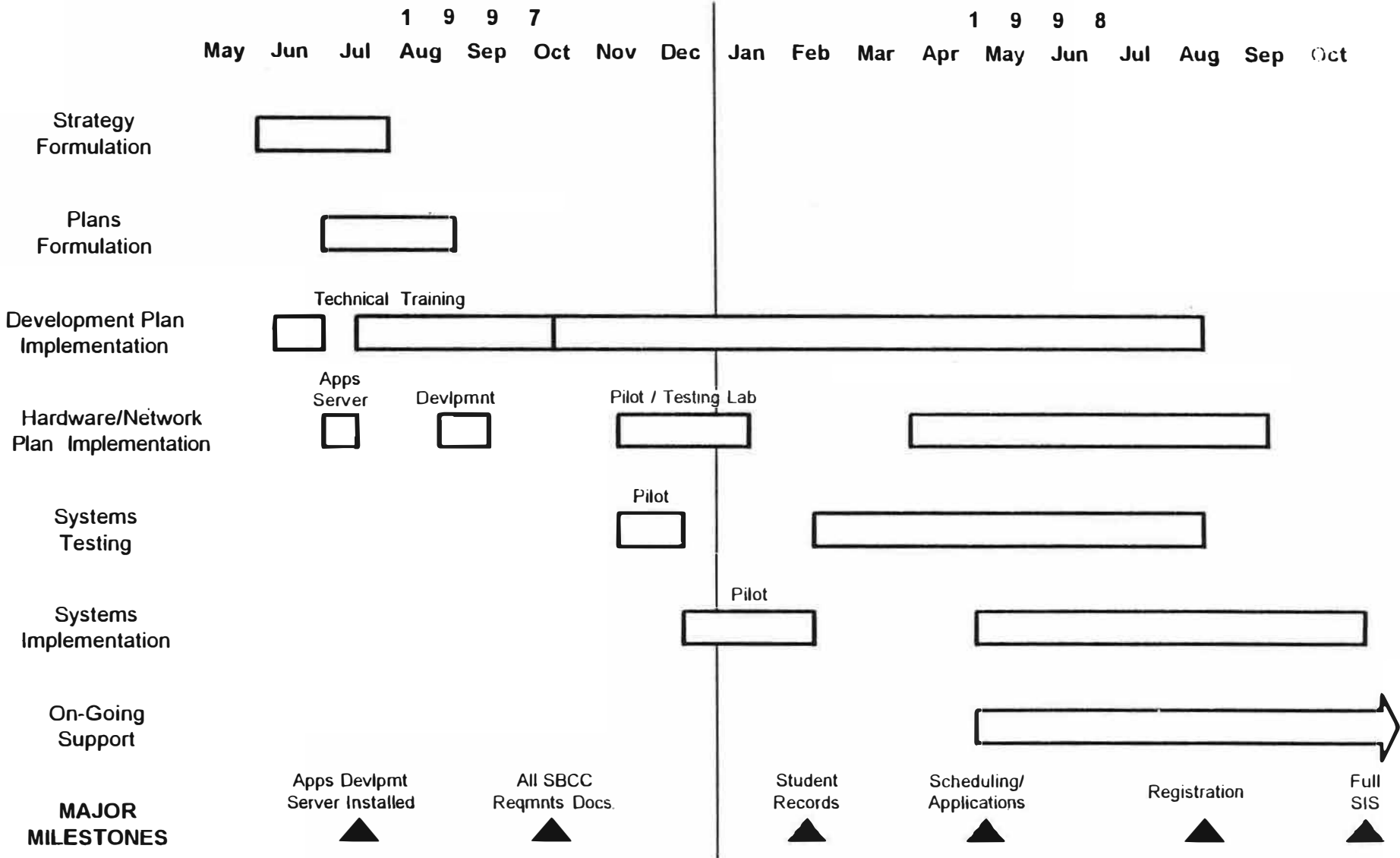### Human Resources
1 User (Team Lead)
2 User Representatives
1 User Reports Developer (as Needed)
2 System Development
1 Data Base Administrator (as Needed)
1 Oracle Consultant (as Needed)

IRD MIS Reporting Team
Full Team Membership
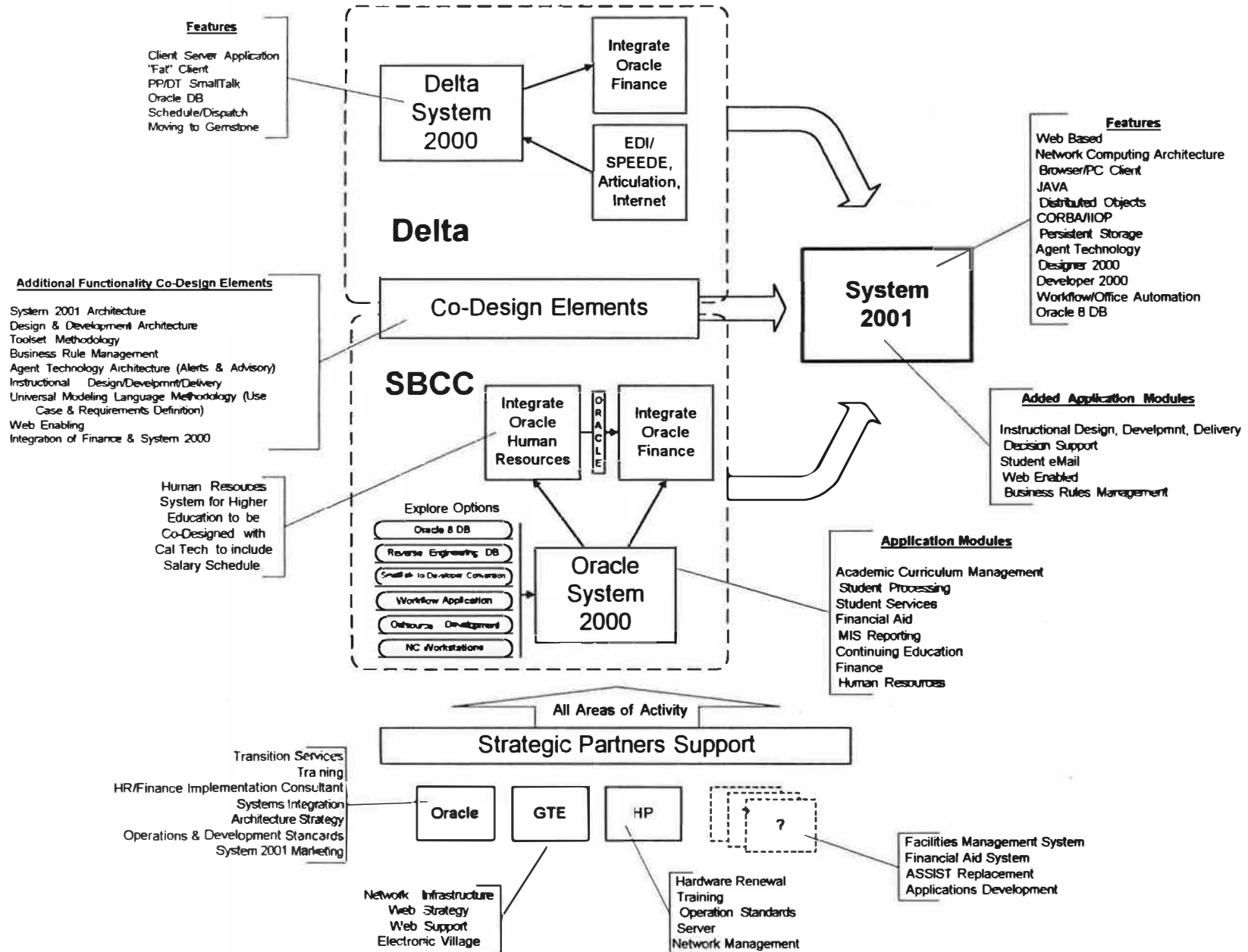1 System Development (Team Lead)
1 User Representative
1 System Development
1 Data Base Administrator (as Needed)
1 Operations Support (as Needed)
1 Decision Support Development (as Needed)

STUDENT INFORMATION SYSTEM PROJECT PLAN

	1 9 9 7							**1 9 9 8**								
May	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**

Strategy Formulation

Plans Formulation

Development Plan Implementation
Technical Training

Hardware/Network Plan Implementation
Apps Server   Devlpmnt   Pilot / Testing Lab

Systems Testing
Pilot

Systems Implementation
Pilot

On-Going Support

MAJOR MILESTONES

Apps Devlpmt Server Installed ▲

All SBCC Reqmnts Docs. ▲

Student Records ▲

Scheduling/ Applications ▲

Registration ▲

Full SIS ▲

STRATEGY INFRASTRUCTURE

Rev. 06/16/97

Features

Client Server Application
'Fat' Client
PP/DT SmallTalk
Oracle DB
Schedule/Dispatch
Moving to Gemstone

Delta System 2000

Integrate Oracle Finance

EDI/ SPEEDE, Articulation, Internet

Delta

Features
Web Based
Network Computing Architecture
Browser/PC Client
JAVA
Distributed Objects
CORBA/IIOP
Persistent Storage
Agent Technology
Designer 2000
Developer 2000
Workflow/Office Automation
Oracle 8 DB

Additional Functionality Co-Design Elements

System 2001 Architecture
Design & Development Architecture
Toolset Methodology
Business Rule Management
Agent Technology Architecture (Alerts & Advisory)
Instructional Design/Develpmnt/Delivery
Universal Modeling Language Methodology (Use Case & Requirements Definition)
Web Enabling
Integration of Finance & System 2000

Co-Design Elements

System 2001

SBCC

Integrate Oracle Human Resources

ORACLE

Integrate Oracle Finance

Added Application Modules

Instructional Design, Develpmnt, Delivery
Decision Support
Student eMail
Web Enabled
Business Rules Management

Human Resources System for Higher Education to be Co-Designed with Cal Tech to include Salary Schedule

Explore Options

Oracle 8 DB
Reverse Engineering DB
Small k to Developer Conversion
Workflow Application
Outsource Development
NC Workstations

Oracle System 2000

Application Modules

Academic Curriculum Management
Student Processing
Student Services
Financial Aid
MIS Reporting
Continuing Education
Finance
Human Resources

All Areas of Activity

Strategic Partners Support

Transition Services
Training
HR/Finance Implementation Consultant
Systems Integration
Architecture Strategy
Operations & Development Standards
System 2001 Marketing

Oracle   **GTE**   **HP**   **?**   **?**

Facilities Management System
Financial Aid System
ASSIST Replacement
Applications Development

Network Infrastructure
Web Strategy
Web Support
Electronic Village

Hardware Renewal
Training
Operation Standards
Server
Network Management

TO: CPC

FROM: Lynda Fairly, Vice President
           Student Affairs, Extension 2398

DATE: June 17, 1997

RE: CPC Priorities for Student Affairs

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1.   Recruitment - print and electronic multi-media tools (Internet and CD-ROM) - $25,000

2.   Batting cage for softball - $1,300

3.   Web Steering Community activities - consultant, hardware, software, training IRD support (CWIS) - $25,000

4.   New pre- and post-enrollment orientation options - CD-ROM, PD courses, Web-based information, curriculum integration $7,500 and TLUs (faculty stipends)

5.   For transfer rate increase - interactive computer-based advising resources (CD-ROM); software - $2,500

6.   Electronic applications on the Web from high schools - $3,000

7.   Women's locker room upgrade - $50-100,000

8.   Hourly staff to write grants to raise $90,000 for Transfer Center - $15,000

9.   Release time for instructional faculty and counselors to design strategies to increase number or students to achieve their educational goal; training needed to implement strategies - $15,000

10.   Analysis of Kalamazoo education to Work model - $2,500-5,000

11.   Community-based athletic coaches 3) - $19,500

12.   ISAP/ELSP feasibility study - $2,500

13.   Community-based athletic programs - $23,000

COLLEGE PLANNING COUNCIL
June 17, 1997

ACADEMIC AFFAIRS' RESOURCE REQUESTS

1. **$40,000 to support faculty/department projects that will result in the design, field test and implementation of alternative methods of delivering instruction.**

   This resource request will enable us to meet several of the objectives in the Learning and Instruction section in the College Plan. A number of faculty members have proposed projects to restructure their courses to be offered in alternative formats that will make instruction more accessible to a greater number of students. These funds will be used to support some of these proposed initiatives as well as others that will be identified through a call for proposals process. This request addresses each of the following criteria for ranking one-time resource requests: 1,2,3,5,6 and 8.

2. **$20,000 to continue the Cooperative Learning Project.**

   A total of 24 faculty members will be selected to participate in the Cooperative Learning Project for the Fall 1997 Semester. Each of the 22 new faculty members will be encouraged to participate in this project. Funds will be used to provide project participants with a modest stipend for their time ($600 each) as well as to pay for release time for Laura Welby to conduct this professional development activity. The Cooperative Learning Project is designed to address Goal B.1 in the College Plan and it meets each of the following criteria for ranking one-time resource requests: 1, 2, 6, and 8.

3. **$4,240 to support three Academic Senate Projects to be completed this summer by Karolyn Hanna and Kathy O'Connor.**

   The summer projects to be completed are: (1) update of the Faculty Manual; (2) organization of the curriculum files for course of study outlines; and (3) an analysis recommendations for streamlining and reorganizing Academic Senate committees. The Faculty Manual has not been updated for several years. These projects meet the following criteria for one-time requests: 2, 4, 6 and 8.

4. **$20,000 to support the development of Biology 100, Concepts of Biology and Biology 120, Field Biology, into on-line and CD-ROM-based courses.**

   This project will create on-line and CD-ROM based instructional and laboratory instructional units that will enable the college to serve more students than is currently possible due to the lack of lab availability. If successful, this project

has the potential of serving as a model for other lab based courses within and outside of the sciences. Students would be able to complete a significant number of the lecture and lab components of these courses in a college computer lab and/or at home. This project meets Goal B.2 in the Learning and Instruction section of the College Plan and it addresses the following criteria for one-time requests: 1, 2, 3, 4, 5,6, 7, and 8.

5. $10,000 to Offer Cooperative Learning Project in the 1998 Spring Semester.

The funds will enable us to continue the Cooperative Learning Project described in #2 above in the 1998 Spring Semester for faculty who participated in the Fall 1997 Semester as well as for additional faculty interested in taking advantage of this professional development activity.

CPCREQ
61797

Items in Ranked Order	Total Points	Funds Requested	Cumulative Funds Requested
#1 Credit Card Registration (Credit & CE)*	54	$4,200	$4,200
#2 Alternative Methods for Delivering Instruction	54	$40,000	$44,200
#3 Electronic Applications	49	$5,000	$49,200
#4 Parent-Child Workshop Project	47	$10,000	$59,200
#5 Academic Senate Summer Projects	47	$4,240	$63,440
#6 Cooperative Learning 1	46	$20,000	$83,440
#7 Batting Cage	45	$1,300	$84,740
#8 Technology Training Program	41	$15,000	$99,740
#9 Development of New Budget Model	39	$20,000	$119,740
#10 Phone Instrument Changes	39	$11,200	$130,940
#11 Recruitment	37	$25,000	$155,940
#12 Biology Course Development	37	$20,000	$175,940
#13 Pre-/Post-Orientation Options	34	$7,500	$183,440
#14 Assessment of Institutional Effectiveness	33	$10,000	$193,440
#15 Phone System for Continuing Ed	33	$10,000	$203,440
#16 Wake Center Computer Lab	32	$10,000	$213,440
#17 CE Mac Lab Furniture	29	$10,000	$223,440
#18 Storage CE	29	$15,000	$238,440
#19 CWIS Web sites	22	$22,000	$260,440
#20 Convert CAD	20	$5,700	$266,140
#21 Network FAX	19	$24,000	$290,140
#22 Cooperative Learning 2	18	$10,000	$300,140

*Original request of $2,100 was doubled to included Continuing Education

M/S/C   To approve the Resource Requests as ranked by the College Planning Council and to submit the items to the President (Hanna/Fairly) UNANIMOUS

1. **D.3.3 Comprehensive Technology Training Program - $ 15,000**

$ 7,500 is needed to support the development and administration of a comprehensive technology skills assessment for SBCC faculty and staff. This assessment would then serve as the basis for the development of a comprehensive technology training program.

$ 7,500 is needed to support the acquisition of additional mediated instructional training materials for college faculty and staff to be used in the FRC and Training Room.

Bill Benjamin of User Support has been reassigned to lead this training initiative. Computer equipment funding has been secured by DTC ranking of renewal of existing Training Room computers, and the addition of five additional machines to serve as a faculty and staff resource for Intel platform machines.

2. **D.4.1 Assessment Of Institutional Effectiveness - $ 10,000**

$ 10,000 is needed to fund consulting services for a Research Assistant to complete a review of institutional effectiveness measures in relation to SBCC planning, state, federal, and accreditation assessment activities and to recommend a restructuring of SBCC measures for our annual assessment of institutional effectiveness report. The Research Assistant would also be responsible for developing data collection mechanisms to complete the newly restructured report, and to move those mechanisms into an automated, ongoing production cycle.

There are no existing resources identified for this initiative. Previous work in this area by the Vice President of Academic Affairs and the Associate Vice President of Information Resources is no longer sustainable due to other workload demands.

3. **Future Implementation Initiatives**

C.2.1 Incentive strategy for governance participation - Resources assumed, but unclear as to desired ends and means.

D.1.3 CQI Training Program - On hold, will require resources if implemented.

4.   Redesign Implementation Initiatives

C.1.1 Redesign project of College organization, governance, and leadership.
Resources for project within Redesign annual budget.

C.1.2 Begin Redesign implementation - Will be achieved through database conversion
efforts and annual Redesign budget.

D.1.1 Implementation and resource allocation plans for Redesign. Implementation
Team, Cabinet, and CPC review of redesign project costs/benefits.

D.1.2 Implement process innovations into College operations.

D.1.5 Training on change management initiatives and strategies. George Tamas /
Cabinet development.

D.4.2 Online management information system. Funding through database conversion
project and redesign implementation of "Access to SBCC Decision Support
Information".

5.   Technology Infrastructure Initiatives

D.3.1 College strategic information technology plan. Resources required for network
infrastructure upgrades ($ 350,000) need to be identified from construction
fund, general equipment replacement, State capital outlay and
telecommunications funding.

D.3.2 Funding priorities and strategies for information technology. One-time funds of
$ 250,000 per year identified for new technology initiatives.