This addendum, details changes made since the printing of the Accreditation Follow-Up Report dated October 15, 2014. District Recommendation 1, 3 and 4 has been added for the November 6, 2014 site visit.
District Recommendation 1
(Strategic Planning Focus on Institutional Effectiveness Review)

The District completed a full annual cycle of operational planning in 2013-14 utilizing the four-component planning process developed in the planning and design year (2012-13).

The four components of the cycle are:

1. Program and Services Vitality Prioritization
2. District Annual Action Planning
3. Resource Allocation
4. Institutional Effectiveness Review

This annual planning cycle integrates planning and prioritization processes from the three entities: Woodland Community College, Yuba College and District Services. The YCCD Annual Integrated Planning and Evaluation Cycle diagram illustrates this integration.

The District Consultation and Coordination Council (DC3), an integral component of the District’s participatory decision-making structure, worked diligently to implement and oversee the full cycle. The implementation activities associated with each of the first three components were previously reported in the Follow-up Report submitted October 15, 2014. This Addendum focuses on the final component, the Institutional Effectiveness Review (IER) and the evaluation of the planning and budgeting processes.

As the narrative below demonstrates, the evaluation of the implementation of the annual cycle of operational planning in 2013-14 was robust. Inclusive dialogue and assessment led to process improvements during the 2013-14 year as well as for the upcoming 2015-16 planning cycle.

Evaluation by Component:

Component One: Program and Services Vitality (PSV) Prioritization

Assessments of the planning cycle began shortly after the implementation of the first component: Program and Services Vitality (PSV) Prioritization. Not surprisingly, because the prioritization process diverges markedly from previous practice, coupled with a direct link to allocation of resources, the PSV process garnered the largest quantity of feedback as well as the highest intensity of any of the four component assessments. Memorializing, categorizing and utilizing the input were key to improving this critical process. The recommendations are included in the final section of this document.

A sample of the venues in which dialogue and assessments occurred include:

- The PSV teams charged with ranking the proposals met to discuss the results of the rankings and debrief the process itself in the week following the ranking (March 25, 2014).
- The PSV team results were formally presented to DC3 (March 25, 2014). Committee members and guests discussed and provided recommendations for strengthening the process for the upcoming planning year. These suggestions included additional clarification
on the funding and training for the work groups before ranking and dialogue during the ranking process.

- The Chancellor’s Executive Team (July 16, 2014) discussed questions arising from the prior debriefing and ongoing recommendations.
- Woodland Community College’s Accreditation Response Team met with the Chancellor and District Services Executive Team (DSET) Friday, October 24, 2014 to discuss strategic planning, resource allocation and human resources planning.
- District/College/Academic Senate Leadership Group (DCAS) (October 2, 2014) discussed the Planning and Budget Survey Results and noted several themes that emerged from the responses. As a result of this discussion a tracking mechanism was developed to assure the link between program review, planning, resource allocation and the outcomes associated with allocation of resources in the areas prioritized through this process.

Component Two: District Annual Action Plan:

The charge of the District Annual Action Plan Team was two-fold:

1. to compile 2014-15 annual action plan objectives from Woodland Community College, Yuba College and District Services into a District Annual Action Plan to present to the Budget Advisory Team as a basis for resource allocation/budget development and
2. to identify long-range Strategic Goals emerging from the Colleges’ Educational Master Plans, the District Services Master Plan, the District Technology, Fiscal and Facilities Master Plans, Board of Trustees’ Strategic Initiatives and five Short-term Goals.

Long-term Strategic Goal dialogue and assessment:

- The DAAP team (DAAPT) members identified seven goals emerging from the plans listed above and disseminated the proposed Strategic Goals to constituent groups for feedback.
- Feedback to DAAPT was discussed and modifications resulted. DAAPT forwarded the revised goals to CHEX for further review.
- CHEX (August 12, 2014) collapsed the seven goals into five which were then distributed and discussed in DC3 (August 19, 2014).
- CHEX (June 10, 2014) identified the need for objectives for each of the goals and charged DAAPT with adding measureable objectives to the revised goals. The assessment of these objectives as well as the Key Predictive Indicator results will be reported in the 2014-15 IER.
- Attendees of the WCC open forum provided input on the goals (WCC open forum)
- The Governing Board discussed the Strategic Goals and their input served as a basis for further modification (September 11, 2014 Board Meeting).
- The revised Strategic Goals are scheduled for acceptance at the November 13 Board meeting (Board Agenda).

Component Three: Resource Allocation

- In May, 2014 the Budget Advisory Team received the DAAP and the prioritized list of requests resulting from the PSV process, deliverables from Components one and two which drove budget development and allocation of one-time augmentation funding.
Feedback from the district community received throughout the budget development process indicated a need for clarification of “Available Resources” as presented in the Resource Allocation process. As a result, DSET developed a detailed explanation of the allocations and the relationship of those allocation decisions. In each of three funding year scenarios: Augmentation/Restoration, Stability or Reduction, the relationship with college planning is clarified.

DSET presented the scenarios in open forums during the fall to further disseminate this information.

As stated above, a tracking mechanism is now in place to track outcomes of the resource decisions made for 2013-14 one-time augmentation funding. The outcome results will be collected in the 2014-15 IER process.

Component 4: Institutional Effectiveness Review

Implementation:

- The IERT, a sub team of DC3, worked diligently in summer and fall 2014 to complete the comprehensive IER report, the final component of the annual planning and evaluation cycle. As can be seen in the report, all three entities provided data and information for the review.
- The IER team designed and administered a survey instrument to evaluate the effectiveness of the four component planning process. The survey was administered via email to all District employees in September, 2014.
- The IER is published on the Institutional Effectiveness website, is being circulated across constituent groups and will be presented to the Board of Trustees at the regularly scheduled November meeting.

Dialogue and assessment:

- The IER Team recommended the District Services Executive Team (DSET) evaluate the effectiveness of this process for 2013-14 as a basis for improvement in the planning process for the following year.
- The assessment of the Key Predictive Indicators as a tool for monitoring the level of achievement of the five District’s short-term goals began at the joint BAT/IERT meeting (October 21, 2014). Conversations are scheduled to continue through December with College and District Services planning groups.
- Results of planning and budget process evaluations were first presented to DCAS (October 2, 2014) for consideration in improvements to the process for 2015-16.
- Discussion during New Trustee Orientation (October 31, 2014) provided recommendations for improving the annual cycle.

Recommendations implemented for 2015-16 planning as a result of this comprehensive evaluation include:

- Provide additional training on the District integrated annual planning, budget and evaluation cycle with special emphasis on PSV and the link to program reviews and local planning for Colleges and District Services.
- Simplify the Strategic Planning process as appropriate to reduce duplication of effort and level of workload for individuals engaged in District planning.
- Modify the planning and budget process evaluation survey to include questions:
  - that gauge satisfaction with the level of knowledge and understanding of the planning process for personnel across the district and
  - seek input for annually updating the Strategic Goals and Objectives
- Modify the PSV prioritization component to assure it is distinct from appropriate college decision-making processes and does not transpose/overturn college priorities.
- Clarify through broad communication that the intent of the strategic planning cycle is to coordinate resource allocation across priorities for the three entities in pursuit of student success throughout the district.
- Communicate results of the decision-making that occur in PSV and publish a mechanism for tracking outcomes of those resource decisions.
- Further refine the budget development and resource allocation process to include communication on differing budget scenarios (e.g., budget reduction or stability as opposed to augmentation/restoration funding).
- Communicate the five long-range Strategic Goals objectives and provide additional explanation on the development of targets for those objectives by the Colleges.
- Centralize all information on the District annual planning cycle to assure broad dissemination and knowledge of the process.
- Standardize templates for the PSV process and Annual Action Plan objectives.
- Charge the Budget Advisory Team with examining the recommendations with regard to resource allocation and incorporating recommendations as appropriate for Budget Development for the 2015-16 budget development cycle.
- Modify the planning process to position the District for multi-year planning and budgeting.
- Modify the planning schedule by incorporating planning meetings within the DC3 meeting schedule to address challenges encountered in scheduling meetings.
- Simplify the planning cycle by reducing the components from four to three and redistributing the tasks associated with component two to existing committees.
District Recommendation 3
(Delineate Responsibilities of Multi-College Structure)

The District Technology Committee recently revised the Technology and Telecommunication Master Plan. This revision includes an update to Appendix A, Responsibility Matrix that further refines the responsibilities within the multi-college district.
The District Office of Human Resources developed the Human Resources Master Plan, located on the Human Resources website: Human Resource Master Plan

The four (4) chapters of the Plan are as follows:

1. Chapter 1—Equity and Diversity
2. Chapter 2—Staffing Planning
3. Chapter 3—Professional Development
4. Chapter 4—Personnel and Employment Relations Services
Appendices
District Recommendations Evidence

District Recommendation 1:

2014-08-25 Email RE YCCD Strategic Goals
2014-09-16 Email RE Planning Cycle Survey
Agenda for 2014-11-13 Board Meeting
Annual Integrated Planning, Budget and Evaluation Cycle
District Annual Action Plan
District Services Annual Action Plan 2014-15
District Tracking PSV 2014-15
DSET Evaluation of the Effectiveness of the Master Planning Process
Institutional Effectiveness Review Report - 2013-14
Institutional Effectiveness Website
Minutes of 2014-03-25 DC3 Meeting
Minutes of 2014-03-25 PSVT Meeting
Minutes of 2014-05-29 BAT Meeting
Minutes of 2014-06-10 CHEX Meeting
Minutes of 2014-07-16 CHEX Meeting
Minutes of 2014-08-12 CHEX Meeting
Minutes of 2014-09-11 Board Meeting (Draft)
Minutes of 2014-10-02 DCAS Meeting
Minutes of 2014-10-21 BAT-IERT Joint Meeting
New Trustee Orientation (2014-10-31)
Open Forums
Planning and Budget Process Evaluation
Resource Allocation (Refined Methodology)
WCC Annual Action Plan 2014-15
WCC Open Forum
YCCD Long-Term Strategic Goals

District Recommendation 3:

Technology and Telecommunication Master Plan

District Recommendation 4:

Human Resource Master Plan