

ORGANIZATIONAL REVIEW IMPLEMENTATION MATRIX

As of May 15, 2009

RECOMMENDATION/SUGGESTIONS	RESPONSIBLE PARTY(IES)	SUPPORTING PARTY(IES)	QUICK START/ SHORT TERM	PROJECTED IMPLEMENTATION		STATUS / NOTES
				BEGIN BY:	COMPLETE BY:	
1 Restore maximum allowable FTES and improve the district average 1 FTES/FTEf. (Final Report p. 24)						
1.1 Restore 896 FTES (approximately \$4 million) by June 30, 2009, and 960 FTES (approximately \$4.4 million) through June 30, 2010. (p.25)	College Vice Presidents of Instruction (VP, I)	Performance Goals Committee (PGC); Association of College Educators (ACE); Land Corp; Marketing	yes	(For Summer and Fall 2009) 2/1/2009	Year one is completed. Enrollment underway for Year Two.	Total restoration dollars available is \$8,667,237. The Base FTES for FY 07/08 is 15,920 and the P-2 reported 17,529 credit and non-credit FTES for a total restoration of 1,609 FTES or an estimated \$7 Million. The balance of restoration dollars for FY 09/10 is \$1.6 Million or 361 FTES.
1.2 (Retention) Good Customer service training for all initial contracts (including those answering the phones) (p.27)	Associate Vice Chancellor (Assoc. VC); Staff Development Coordinator			7/1/2009	12/31/2009	Should be funded by one-time fund balance. Some staff are currently participating in Leadership Development Academy (LDA).
1.3 (Retention) Good way-finding to a person who can guide applicants. (p.27)	College Vice Presidents of Student Services (VP, SS)			-----	-----	On-going. Mission is planning to institutionalize Welcome Center for triage function.
1.4 (Retention) Website and on-line application and enrollment process needs to be user-friendly. (p.27)	VP, SS	Webmasters		1/1/2009	June 2009 and on-going	Mission has requested IS support for on-line improvements.
1.5 (Retention) An automated system needs to be implemented to contact all applicants who miss their registration date. (p.27)	VP, SS	Director, IS		7/1/2009	Jan 2010 and on-going	Land Corporation Funding approved on March 19, 2009. Projected cost of \$150,000. At Mission, Spring 2009 applicants were contacted by direct request to IS.
1.6 (Retention) Post card system followed up by an automated telephone message system, automated recorded message from the president or some notable alumni. (p.27)	VP, SS	Director, IS				See item 1.5 above. Mission has requested IS support for on-line improvements.

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1.7	(Retention) Providing faculty with student phone numbers and email addresses so that they can make contact with "no shows" and apparent drops. (p.27)	VP, SS	VP, I; Academic Senates; Div. Chairs		1/1/2009	June 2009 and on-going	
1.8	(Increase Student Load) Short-term classes available in the middle of the semester could be selected, targeted and marketed to students who drop classes. (p.28)	VP, I	PGC	yes	1/1/2009	Completed	The Office of Instruction at both colleges has explored this suggestion and concluded that the strategy shall be followed when there is FTEF available to support high enrollment sections. This occurred during Spring 2009 at WVC.
1.9	(Increase Student Load) Late-start classes could be developed which would actually improve the chances for student success. (p.28)	VP, I	PGC	yes	1/1/2009	Completed	The Office of Instruction at both colleges has added late-start classes for high demand wait listed courses. This has occurred with advanced scheduling and also through the method described in 1.8 above.
1.10	(Increase Student Load) Creative incentives could be developed (e.g., book vouchers, reduced parking fees, improved registration priority) for adding a class or for being a full-time student. (p.28)	Chancellor; Presidents		yes	1/1/2009	Courtesy parking change has been implemented. 8/31/2009	Change in courtesy period for parking. One week before semester starts and one week after, beginning Fall 2009. (One week prior and two weeks after for Spring 2009) Courtesy parking grace period has been extended and communicated to students. Other creative incentives continue to be explored and reviewed at the respective college participatory governance committee and District Council. A further report will be made by late August, 2009, reporting other developments concerning this suggestion.
1.11	(Increase Student Load) The colleges (particularly Mission) may want to consider reestablishing HBA. (p.28)	VP, I	Faculty		1/1/2009	On-going	WVC is following guidelines from the CCCCO pertaining to HBA and will preserve apportionment applicable to HBA when it is advisable. The more comprehensive loading of these hours of instruction for faculty compensation will tend to mitigate the gains in FTES.

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1.12 (Academic Calendar) Use a Term Length Multiplier of 16.2 when calculating weekly FTES. This correction alone should generate nearly 100 additional FTES. (p.28)	VP, I		yes	12/1/2008	Completed	On March 27, 2009, the District received notice that the November 17, 2008 request for an adjustment to the district's Term Length Multiplier (TLM) to 16.2 was approved and will be processed for purposes of the 2008-09 Second Period and subsequent CCFS-320 reporting cycles. The new 16.2 TLM is effective with the Spring 2009 Primary Term.
1.13 (Academic Calendar) The district is using a four-week winter intersession while most colleges on this calendar are using a five week intersession. (p.28)	Assoc. VC; VP, I	ACE		1/1/2009	3/31/2010	The District Calendar Committee could not achieve consensus to adopt a five week intersession for January 2010. Negotiations with ACE may yield a positive result for January 2011 and beyond.
1.14 (Academic Calendar) Reallocate resources from low enrollment classes in the primary term and lengthen the winter intersession. (p.28)	VP, I			1/1/2009	Completed and inconclusive for 2010.	First part of recommendation completed. Same as above for second part of recommendation.
1.15 (Attract New Students) Conduct focus groups of De Anza College students who live in the WVMCCD service area. (p.29)	College Marketing Directors			2/1/2009	12/31/2009	The suggestion will be completed through the work of Clarus Corporation. The Clarus report is scheduled to be received by July, 2009. Conduct focus groups of De Anza College students who live in the area: Clarus Corporation, one of the few firms that concentrates on community college research & marketing in the U.S., is currently conducting research of this population.

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1.16	(Attract New Students) Conduct focus groups among current students to determine if there are negative images of the colleges. (p.29)	College Marketing Directors			9/1/2008	12/31/2009	GAP study completed. The suggestion will be completed through the work of Clarus Corporation. The Clarus report is scheduled to be received by July, 2009. Attract new students: Conduct Focus Groups among current students to determine if there are negative images of the colleges. Clarus is currently conducting an Environmental Scan to learn about the areas in our District that need to improve and how we can better serve our students and the community. Interact, another nationally reputable community college marketing firm, also conducted a less in-depth "Gap" survey to learn students' level of satisfaction.
1.17	(Attract New Students) Develop and implement an ongoing marketing plan. (p.29)	College Marketing Directors			2/1/2009	7/1/2010 and on-going thereafter	Land Corporation approved \$267,500 on March 19, 2009. Land Corporation does not want this on-going. District must commit on-going dollars. Develop and implement an ongoing marketing plan: Since the Land Corporation began granting the Colleges marketing funds we have worked together to develop and implement a marketing plan with many joint projects. With the recent grant, we are considering concentrating on lower-cost, but effective, viral marketing. However, since we never know from year to year the amount of our marketing budget, we cannot commit to an ongoing marketing plan.
1.18	(Attract New Students) Michael Eckhardt has offered the services of his marketing firm (the Everest Advisory Group). (p.29)	District Public Information Officer (PIO)	College Marketing Directors		2/1/2009	12/31/2009	Eckhardt generously donated a free marketing seminar, however his firm has no experience with community colleges and we were already committed to research with Clarus and Interact. The Advancement Foundation said it can use these services instead.

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1.19 (Attract New Students) The college marketing people should meet with marketing directors at other colleges. (p.29)	College Marketing Directors			-----	Completed	On-going. The District and College public relations professionals continually interact with colleagues by phone, email and in person. They met with their counterparts again at the annual CCPRO (California Community College Public Relations Organization) conference in SF in April. In addition, our District formed the Silicon Valley Community College Public Relations Organization to facilitate collaboration and communication. We have also been involved with NCMPR, CASE and the higher ed and gov't affairs groups at SVLG.
1.20 (High School Outreach) Hire high school college counselors on a part-time basis during the summer to work within the outreach programs. (p.29)	Deans of Student Services (Deans, SS)			9/1/2008	On-going	Bridge Program.
1.21 (High School Outreach) Conduct many college classes at high school campuses outside of the regular high school day. (p.29)	VP, I	Vice Presidents of Administrative Services (VP, AS)		9/1/2008	On-going	
1.22 (High School Outreach) Hire school administrators or counselors to supervise programs at high school locations. (p.21)	VP, SS			-----	-----	Not practical. Use Bridge Program. At Mission, K-16 Bridge funded to hire counselor liaisons.
1.23 (Industry Outreach) The connections can begin by having members of Advisory and Foundation Boards helping through their contacts. (p.21)	Foundation Exec. Director	Board of Trustees (BoT)		1/1/2009	On-going	
1.24 (Partnerships) To establish partnerships with adjacent colleges that provide specific enrichments for students and the curriculum in general. (p.21)	VP, SS; VP, I	Articulation Officers		1/1/2009	On-going	Clarify intent with consultants and expand program.

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1.25 (Unique Offerings to Meet Student Demand) Guarantee access to core classes. (p.21)	VP, I		yes	1/1/2009	On-going	PGC for Mission College established a process by which all department schedules failing to meet the District's target goal of 525 were examined for approval by the PGC. The PGC reduced most proposals to increase efficiency. FTEF savings were reallocated to departments who met the revised target goals in Spring 09 and were able to propose course offerings which met student demand for Summer/Fall 2009. The low enrolled courses from previous summers/fall terms were deleted from the schedule and higher demand courses received an increase in course offerings. The Office of Instruction is currently drafting a listing of "core general education" courses to promote to local universities and high schools for summer 2009 registration. The WVC PGC has developed a new planning tool during 2009 that is more timely and accurate. Improvements in WSCH/FTE ratios have occurred during each of the last three years due to an emphasis on strategic enrollment management and planning.
1.26 (Unique Offerings to Meet Student Demand) Encourage expansion of Middle College High School. (p.31)	Presidents; VP, I	Local HS Districts		1/1/2009	On-going	At WVC, the highly successful Middle College Program expects to increase its student population by 20 for the 2009/10 year. The similar College Advantage Program may double its student population to about a dozen students in 2009/10.
1.27 (De Anza College and Other Competitors) There should be a dialog about how the two districts could cooperate with each other. (p.31)	Chancellor; Presidents	Other Districts		1/1/2009	On-going	Funding formula is not supportive. Discussions should begin on FH/DeA with proposed new center close to Mission.
1.28 Capture two summer sessions in the same fiscal year. (p.32)	Vice Chancellor (VC)	VP, I		-----	On-going	This is a year to year decision based on need.

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1.29 In the short term, the greatest efficiency gains could be realized by adding students to scheduled sections. These could be new students which would require the development of a recruitment strategy. However, retaining current students at least through census could be easily achieved. The colleges must, before the beginning of the spring semester, engage in a serious dialog regarding good practices for keeping enrolled students in classes. All faculty (instructors and counselors) should be made aware of strategies that would encourage the success of the students. This must be given district-wide priority. All members of the college community must buy into the concept that retention is everyone's concern (See Section 1a). (p.28)	VP, I; VP, SS	Academic Senates; Classified Senates		1/1/2009	On-going	The Mission College PGC chose to scrutinize minimum class size through the approval of the department FTEF/FTES plans. In fall 2008, at least 70+ sections were identified as low performing and cancelled, and several multiple sections were reduced. At WVC, program-level retention and success data is produced and analyzed during each annual cycle of program review. The same data disaggregated for distance education courses is now produced. Dialog concerning student retention and success is frequent at the Academic Senate, Curriculum Committee, Basic Skills Task Force and other venues.
1.30 The college should develop a plan for recruitment of new students that involves the coordination of present efforts as well as a plan for new strategies. The use of a professional firm to assist in this effort is strongly recommended. Such a firm could, for example, use focus groups of students who have enrolled in the college as well as students who have chosen to attend other local colleges. The findings could be used to improve outreach to students as well as making internal changes that would assist in both recruitment and retention (see section 1a). (p.35)	College Marketing Directors; VP, SS			12/1/2008	6/30/2009	Clarus Corp. has been retained. Interact study has been completed. On-going funding will be an issue. See Item 10.17. Review of recommendations from Clarus is in process. This effort was started two years ago when we first received Land Corp funding, and is on-going. Both Interact and Clarus have conducted research for us and made recommendations, in addition to helping create some of our marketing campaigns, such as the cable TV ads. Consideration of on-going efforts in this area is part of the '09-10 budget development process.

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1.31	The provisions of Article 20 must be re examined with the intention of increasing administrative input to schedule development and course cancellations. This would improve the colleges' ability to meet student demands by offering courses that are fully enrolled at the appropriate time and location. (p.35)	Assoc. VC	ACE	yes	1/15/2009	3/31/10	Partially completed through the efforts on college instructional management and college performance committees to significantly increase FTES enrollment and efficiency. Negotiations are necessary to more clearly define and strengthen the role and responsibility of administration in class scheduling and faculty assignments.
1.32	Responsibility for setting and achieving reasonable efficiency goals must be assigned. Failure must carry consequences. For example, scheduling would be controlled by administration and the appropriate administrator would be held accountable for the results. (p.35)	VP, I	PGC				Completed. Annually, by the last DBAC meeting in November. Timeline in ACE contract.

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1.33	The document "Recommended Guidelines for Determining Minimum Class Size" should be changed to permit, with few exceptions, the cancellation of classes with fewer than 20 students. (p.35)	VP, I	PGC	yes	1/1/2009	Substantially completed and on going in future semesters.	The Mission College PGC chose to scrutinize minimum class size through the approval of the department FTEF/FTES plans. In fall 2008, at least 70+ sections were identified as low performing and cancelled, and several multiple sections were reduced by at least 1-2 courses. The percentage "fill-rates" increased for departments with reduced sections. Departments were asked to demonstrate efficiency of at least 525 by spring 2009. PGC cancelled courses, specifically single digit enrollment counts, before the start of the term. It then examined courses between 10 to 22 enrollments and each Division Chair was asked to justify the need to continue to offer the course. This process of monitoring enrollments and taking action prior to the start of the term significantly increases efficiency. The same process will continue for Summer and Fall 2009 registration periods. Much of the same activities described above have occurred at WVC. There has been a strong emphasis placed on the economies of class sizes and a better adherence by Division Chairs to the cancellation of low-enrolled sections. What's
1.34	The District should explore providing the colleges with an ability to track room usage. This may require the purchase of new software or the full implementation of the software currently available. (p.35)	Director, IS; VC	VP, I; Land Corp		3/19/2009	6/30/2009	Funds were approved by the Land Corporation for the purchase of software at a cost of \$130,000 on March 19, 2009.
2	Reduction of full-time faculty to a level at or above the FON through the use of the retirement incentive. (p.24)	Chancellor; Presidents	Academic Senates			On-going	Retirement incentives in place. Decision to remain at annual FON is a year to year decision.
2.1	Change the current limitation of no more than a 40% overload. (p.36)	Assoc. VC	VP, I; ACE		-----	-----	Authority to do so already exists.

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2.2 The District must make every effort to replace as few faculty as possible. Only in cases where a full-time faculty member is mandated and no current faculty member possesses the minimum qualifications to be moved into the position, should the District hire additional personnel. Part-time replacements should occur only where the student demand would result in a load of near 595 for the classes taught. (p.35)	VP, I			1/1/2009	On-going	Despite having 31 faculty position vacancies, WVC has not recruited for any Fall 2010 tenure track hires. At MC, it will be 0 unless the vacancy in Nursing cannot be adequately covered. The Colleges are pursuing possible faculty transfers to help fill understaffed programs.
2.3 The District should approach the Land Corp to obtain funding to cover the first year STRS and SERP District contributions. (p.35)	Chancellor; Assoc. VC	Land Corp; VC	yes	3/19/2009	Completed	Funds were approved by the Land Corporation to fund the entire cost of the retirement incentive. \$2.2 million was approved, which includes paying the entire STRS + 2 costs in one year.
3 Use of OPEB bonds to replace annual contributions for retiree health benefits in 2009-10 and 2010-11 with the District foundation generating the equivalent annual contribution to the general fund starting with the 2011-12 fiscal year. (p.24)	VC	Land Corp	yes	4/30/2009	7/1/2009	OPEB bonds will be sold in Spring 2009. Second part of recommendation is not practical.
3.1 Audit the retiree list for membership in Medicare (which is required of retirees) and perform death audits and dependent audits. These have the potential of reducing costs (See Recommendation 8). (p.41)	Assoc. VC			7/1/2009	On-going	Funds were approved by the Land Corporation on March 19, 2009, to do a formal audit of current employees and retirees. A system to audit new employees is already in place. Estimated cost: \$25,000.
4 Selected staff reductions that can be made without significantly impacting the organization and which bring expenditures in line with comparable districts, including reduction of "management" costs for academic and student affairs organizations within the colleges (from the department chairs and coordinators through the vice presidents). (p.24)	Chancellor; Presidents	Assoc. VC; VC		4/1/2009	12/30/2009	Final retirements will be known at the end of March. The two colleges and the District have identified positions to eliminate. A study needs to be performed to evaluate the District's staffing needs.

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4.1	(Information Technology) Cut three full time budgeted positions. There are an additional two three positions in which retirements are expected to occur where back-filling is necessary. However, salary savings will occur for these positions as well. (p.41)	VC; Director, IS	Colleges; Assoc. VC		1/1/2009	6/30/2009	An evaluation of the IS department indicates that only 1 position can be eliminated. The other two positions need to be reviewed and consideration given to reclassifying these positions.
4.2	(Classified Services) The District should carefully examine the expenditures in the logistical services (6770) category to determine potential savings. (p.42)	VC; Director, Gen. Services	VP, AS		12/1/2008	6/30/2009	Director, Gen. Services has met with college VP, AS and has determined that new TOPS codes should be provided to colleges to cover operations currently charged to 6770. Accuracy and appropriateness of changes to budgets will be improved, but no appreciable savings will be realized.
4.3	(Reassigned Time) The District should review reassigned time for non-department head and division chair functions to determine if some faculty currently released could be returned to teaching duties. (p.43)	VP, I; VP, SS	Assoc. VC	yes	1/1/2009	Partially completed.	Partially completed through the Organization Review Reports presented at the May 13, 2009 District Council and May 21, 2009 BOT meetings. At Mission, the percentage of in-load instructional assignments for counselors was increased. At WVC, there is an active task force whose role is to review faculty reassigned time used for administrative purposes. These results should be published early in the Fall 2009 semester.
4.4	(Library Staffing) Assign the Mission College library director to both colleges. Assess library services to reduce the number of full-time librarians to seven in the next academic year and six in the near future as a retirement occurs at West Valley College. Assess the Media Technician positions to determine how many are needed in a more centralized environment. (p.44)	VP, I	Assoc. VC		1/1/2009	6/30/2009	Mission College has currently determined to assign its Library Director to other duties within its own administration. WVC will continue to have a dean with an assignment that includes the administration of its Library.

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4.5	Assess the counseling function at the two colleges to determine the minimum number of counselors needed to perform counseling functions. Do not fill the retirement at Mission College with full- or part-time faculty hours. Examine the minimum qualifications of current counselors to see if any could be reassigned to teaching positions (e.g., psychology). Examine course offerings in the counseling areas for efficiencies. (p.44)	VP, SS	Assoc. VC		1/1/2009	6/30/2009	Three counselor positions have been defunded by Mission College in 2008-09.
4.6	(Number of Academic Depts., Divisions, and Instructional Administrators) The District must develop a more efficient, effective, accountable, and less costly structure, particularly in the area of administration. This will require substantial change from the current organization and, thus, will require some means of dealing with the ACE contract issues that will arise. Adherence to the current structure and decision making processes will continue to give the same results as present. The District, if it is to recover FTES and be more effective in the future at a lower cost, has little choice but to change in this area. (p.46)	Presidents; College VPs	Assoc. VC; ACE		1/1/2009	Partially completed. There are, however, negotiations implications.	At Mission, the percentage of in-load instructional assignments for counselors was increased. Partially completed through the Organization Review Reports presented at the May 13, 2009 District Council and May 21, 2009 BOT meetings. At WVC there is an active task force whose role is to review faculty reassigned time used for administrative purposes. These results should be published early in the Fall 2009 semester.
5	Reduce general fund contributions beyond required matching requirements to categorical programs. (p.24)	VC	VP, SS		1/1/2009	7/1/2009	District matching to categorical programs will be frozen at current levels.
6	Reduce the use of temporary non-classified and student help. (p.24)						
6.1	Institute a very close review of the requests for hiring both short-term, temporary non-classified employees and student workers. (p.47)	VP, AS; VC	Assoc. VC		1/1/2009	On-going	Current procedures provide for careful control of hiring.

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6.2 (p.47)	Assoc. VC	Director, IS		1/1/2009	6/30/2009	
6.3 (p.48)	VP, AS; VC	Assoc. VC		4/1/2009	7/1/2009	Budgets for these items will be evaluated during the budget development process. Current review indicates that student worker budgets are reasonable.
7 (p.24)	VC	Director, Facilities; CBOC; Attorneys		12/1/2008	7/1/2009	Evaluation has been completed by Director of Facilities. Decision to be made by Vice Chancellor during budget process.
8 (p.24)	Assoc. VC	Benefits Consultants		7/1/2009	11/30/2009 then on-going	See item 3.1.
8.1 (p.49)	Assoc. VC	Confidential Unit; ACE; SEIU		10/1/2008	5/31/2010	Negotiable item. The District, ACE and SEIU have "sunshined" their initial proposals; dates will be set to begin negotiations.
8.2 (p.49)	ACE; SEIU	Assoc. VC		10/1/2008	5/31/2010	The District has communicated information to ACE and SEIU regarding the proposed change in prescription program administrators. The District has demonstrated an interactive spreadsheet for modeling benefit cost scenarios with the Benefits Committee. This will be made available to all bargaining teams and unrepresented groups for negotiations/meet and confer.
8.3 (p.49)	Assoc. VC	Confidential Unit; ACE; SEIU		10/1/2008	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
8.4 (p.49)	Assoc. VC	All Units; Benefits Consultants		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.

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8.5	Both the faculty and classified negotiating teams should prepare proposals for contract articles regarding Health Benefits which (1) removes specific names of medical providers; (2) protects the current level of medical coverage; and (3) guarantees staff involvement and support, through the work of the Health Benefits Committee, prior to any change in medical providers. A proposal for cost-sharing by the staff toward the yearly cost of premium is something the District can consider. This good faith gesture on the part of staff would go a long way to cement a team effort toward cost savings. (p.49)	Assoc. VC	All Units; Benefits Consultants		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
9	Dedication of COLA (.7%) for health benefits. If the state removes the COLA, employee participation needs to be examined. (p.24)	Assoc. VC	All Units		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
9.1	Take any state COLA in 09/10 beyond that needed to cover the "standing still" costs and apply it to the deficit. (p.50)	Assoc. VC	ACE; SEIU		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
10	Contingency (Cost Reduction) (p.25)						
10.1	{This is a CONTINGENCY item} Explore with collective bargaining units the possibility of across the board salary and benefit decreases for all employees.	Assoc. VC	ACE; SEIU		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
10.2	{This is a CONTINGENCY item} Lower the cost of the benefits, either by reduction in the actual benefits or some cost sharing with employees (some sharing of payment of premiums or increasing deductibles or co-payments). (p.51)	Assoc. VC	Benefits Consultants; ACE; SEIU		1/1/2009	5/31/2010	Negotiable item. Refer to 8.1 and 8.2 above.
10.3	{This is a CONTINGENCY item} Radical reductions in management personnel through consolidation of the district into one college with two campuses. (p.52)	Chancellor			-----	-----	Major policy question.

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10.4	{This is a CONTINGENCY item} Lay-off all "non-essential employees." (p.52)	Chancellor	Presidents; VC; Assoc. VC		-----	-----	The Board of Trustees has committed to no blanket layoffs, dependent on State funding and future restructuring reviews.
10.5	(Allocation Model Suggestion) It would be in the District's best interest to prepare a written document that states the model clearly, including the amended practices and how budget reductions will be handled in relationship to the model. (p.55)	VC	VP, AS		12/1/2008	1/1/2010	Model presentations to be made.
10.6	(Allocation Model Suggestion) The District should determine if the ultimate goal is to have the model be FTES driven between the colleges; and if so, even with the way funds are currently allocated, how the District will reconcile variations over time. Another approach would be to determine the total level of college funding, identify parameters such as FTES goals, full-time faculty obligations per college, 50% law considerations and allow the colleges to work within those guidelines to make organizational and program decisions. This can offer greater responsibility and accountability at the college level. (p.55)	VC	VP, AS		12/1/2008	1/1/2010	Model presentations to be made.
10.7	(Allocation Model Suggestion) The District may at some point want to clearly articulate its plan for the ultimate size of the two colleges over time and how it expects to achieve that through managing FTES and personnel. (p.55)	Chancellor	Presidents		-----	-----	See Educational and Facilities Master Plans, New Construction Report, etc.
10.8	(Allocation Model Suggestion) If there are to be budget incentives due to budget savings, productivity goals, reaching a higher level of funded FTES than budgeted, how and when will those incentives be recognized? (p.55)	VC	VP, AS		12/1/2008	1/1/2010	

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10.9	(Allocation Model Suggestion) There needs to be clearly stated consequences for not reaching FTES targets and/or overspending of the budget. Without that, there will not be much change in the way things are done. (p.55)	VC	VP, AS		12/1/2008	1/1/2010	Model Presentations are being made.
10.10	(Allocation Model Suggestion) The District services operation is supposed to operate within 18% of the allocation. If certain costs are excluded from this, such as retiree medical costs, district-wide matching costs, etc., those should be spelled out so that the colleges see that central services is being consistent with the model. (p.55)	VC	VP, AS		12/1/2008	1/1/2010	Model Presentations are being made.
10.11	(Allocation Model Suggestion) It is important to share the resulting decisions regarding the model district wide. (p.55)	VC	VP, AS		12/1/2008	1/1/2010	Model Presentations are being made.
10.12	(Defunded Positions) Once a position is removed from the budget, it is eliminated; there is no de-funded list. (p.56)	Assoc. VC	VC		12/1/2008	6/30/2009	Vacant positions that are un-budgeted will be eliminated at the April 16 Board Meeting.
10.13	{This is a CONTINGENCY item} (Position Control) Implementing the HR Position Control Component of the HR Datatel Module should be a high priority of the District. (p.56)	Assoc. VC	IS; VC		7/1/2009	12/31/2010	HR should own position control; fiscal/payroll integration needs further exploration. HR and Fiscal joint team already working on this. County QSS system is the only viable one at this time. Funds were approved by the Land Corporation in the amount of \$100,000 at its March 19, 2009 meeting.
10.14	(Attendance Accounting and Data Oversight) Someone within the District needs to assume responsibility for both the accurate reporting of FTES as well as assuring that instructional practices are in conformity with current regulations. (p.56)	Chancellor	Director, Fiscal Svcs.; VP, I; Director, IS		1/1/2009	6/30/2009	Organization of enrollment accounting responsibilities needs to be integrated with VP, I; IS; and Finance. \$25,000
10.15	(Attendance Accounting and Data Oversight) Introduce role of data ombudsperson. (p.57)	Chancellor			-----	-----	Not practical at this date. Will be considered in the future.

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10.16	{This is a CONTINGENCY item} (Strategic Investments by Land Corporation) The maximum amount that is available, currently, for future budget gap closure, assuming that the endowment is transferred, is \$4.46M plus \$1.5M contingency reserve. (p.57)	Chancellor	Land Corp	yes	1/1/2009	7/1/2009	Land Corporation Funding. Up to \$4,000,000. Decision for need to be determined as budget is developed and state budget finalized.
10.17	(Increased Foundation Activity) The Advancement Foundation, if properly staffed, could easily raise annually \$1.7 to \$2M per year for the District's general fund by 2011-12, in addition to increased scholarship and other restricted funds. The added cost of this effort would be \$250k per year, which CCBT consultants propose to come from the Land Corp. (p.58)	Foundation- Exec. Director	Foundation; Land Corp; Chancellor		4/1/2009		Decision made that this is not a practical suggestion.
10.18	(Retirement Incentive) Have the Land Corp absorb the one-time cost of the retirement incentives. (p.58)	VC	Land Corp		-----	Completed	See Item 2.3.
10.19	(Marketing) The Land Corp, contributed \$550,000 towards the marketing efforts of the two colleges and all parties agree that it has helped to generate additional FTES. It is hoped that the Land Corp would commit to continuing this contribution through the FTES restoration window (currently through June, 2010). (p.59)	Marketing	Land Corp		-----	7/1/2010 and on-going thereafter.	See Item 1.17. The Colleges and the District made a presentation to the Land Corp on their progress toward reaching FTEs and as a result the Board funded marketing for one more year.

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10.20	(Enrollment Management Software) The consultants understand that Class Tracks software has been purchased by West Valley College and that the IS Department has also evaluated and is recommending Schedule25 software. A decision should be made to have one system implemented for both colleges. That system should preferably integrate with the Datatel system. The consultants believe the maximum cost should be around \$150,000 if new software is needed and this money could come from the Land Corp. (p.59)	Director, IS	Land Corp; VP, I		12/1/2008	12/18/2009	Item 12.9 contains the complete status of this project. Implementation by 9/1/2009. See Item 1.33.
10.21	(Implement HR Module in Datatel) Implementing the HR Position Control Component of the HR Datatel Module should be a high priority. The consultants recommend that the Land Corp fund the implementation. (p.59)	Assoc. VC	VC; Director, IS; Land Corp		11/1/2008	12/31/2010	See Item 10.13.
10.22	The administration should make clear the authority and responsibility for the (HR) data ownership and management. (p.60)	Chancellor; Assoc. VC	Director, IS		11/1/2008	1/1/2010	
11	Human Resources Focused Report (p.63)						
11.1	(Efficiency) Methods to track employee evaluations need to be updated and computerized so that an accurate tracking and follow-up system is in place. (p.66)	Assoc. VC	Director, IS		11/1/2008	1/31/2010	Semi-automated system exists; notifications/reminders to supervisors is a manual process that could be automated. Management and classified evaluations will be Phase I. An automated recruitment tool may contain this type of component; this will be considered during the analysis of automated recruitment and selection tools.
11.2	(Efficiency) Methods to track equivalency determinations need to be updated and kept current. (p.66)	Assoc. VC	Equivalency Committee; VP, I; Director, IS		3/1/2009	6/30/2009	On-going maintenance after update.

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11.3	(Efficiency) A control mechanism should be put in place to prevent departments from allowing student workers or seasonal employees to start work prior to Board approval. (p.67)	Assoc. VC	VP, AS		6/30/2008	12/31/2009	A process is already in place and this problem has been reduced. There should be uniform enforcement prior to employment. Staff will investigate the regulatory restrictions on hiring and consider making changes in the approval process.
11.4	(Efficiency) Develop an improved method for tracking grievances so that negotiated timelines are not missed. (p.67)	Assoc. VC	Administrators; Supervisors	yes	3/1/2009	7/31/2009	Tracking with a spreadsheet is in place. Training of College and District personnel is necessary. \$10,000.
11.5	(Efficiency) The associate vice chancellor of human resources should be involved in the submission of the annual Staff Data Report. (p.67)	Assoc. VC	College Personnel Specialists; VC; Director, IS		1/1/2009	9/1/2009	Target a formal HR role for October MIS Report.
11.6	(Efficiency) An Equal Opportunity Plan should be a district wide document. (p.67)	Assoc. VC			1/1/2007	Completed	EEO Plan approved by the Board on 2/19/2009.
11.7	(Efficiency) The accounting of sick leave may be more effectively handled in the payroll department, not in the human resources department. (p.69)	VC	Assoc. VC		-----	Completed	System is already automated.
11.8	(Efficiency) While an employment verification form is completed and signed by the human resources department, the section requiring income verification on the form should be completed by the payroll department, not the human resources department. (p.69)	VC	Assoc. VC		-----	-----	Payroll can verify last payment, but HR has information on employment status.
11.9	(Position Control and Datatel) Position control is appropriate in human resources. (p.69)	Assoc. VC	VC; Director, IS		11/1/2008	12/31/2010	See Item 10.13.
11.10	(Position Control and Datatel) Add and implement a position control component. (p.69)	Assoc. VC	VC; Director, IS		11/1/2008	12/31/2010	See Item 10.13.
11.11	(Position Control and Datatel) Daily data entry should help to eliminate most of the independent record-keeping tools now being used by staff. (p.69)	Assoc. VC	VC; Director, IS		11/1/2008	12/31/2010	See Item 10.13.

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11.12	(Position Control and Datatel) The electronic communication with budget and payroll via the county system can be accomplished with a monthly download of county tapes holding current data. (p.69)	VC	Director, IS		11/1/2008	12/31/2010	See Item 10.13.
11.13	(Position Control and Datatel) One person in the human resources department should be designated to assist in the smooth transition to Datatel. (p.69)	Assoc. VC			11/1/2008	12/31/2010	See Item 10.13.
11.14	(Human Resources Staffing) Absent from WVMCCD's list is a position of executive secretary or administrative assistant	Assoc. VC			1/1/2009	12/31/2009	HR management structure needs to be assessed for both efficiency and effectiveness.
11.15	Develop a program of human resources cross-training. Staff with broader human resources knowledge, leadership and supervisory skills and the ability to organize for maximum efficiency may improve the function of the department.	Assoc. VC			9/1/2008	12/31/2009	
11.16	Redesign and expand the human resources section of the District web site. The District Web Site is a valuable marketing tool, not only for drawing student interest, but also for drawing the interest of potential employees. The human resources section of that web site should be inviting, informative, and make the public want to work at the District.	Assoc. VC	Director, IS; District Web Master		12/1/2008	12/31/2009	Focus on expansion. Useful information already exists on HR website. Additional and/or revised content needs to be identified. Determination of changes/additions should be driven primarily by user input. Look and feel should align with District standards and best practices.
11.17	Computerize information on grievances and litigation. (See Recommendation 11.4)	Director, IS; Assoc. VC			1/1/2009	12/31/2009	Tracking of timeliness is easily done. Nature of grievances or litigation can be logged. Retrieval and/or data manipulation should be considered at the beginning of the project. Add sexual harassment and illegal discrimination. This may cost \$10,000.
11.18	Maintain human resources Datatel system.	Assoc. VC	HR Staff		1/1/2009	6/30/2009	Ongoing for components already in use.
11.19	Implement Datatel position control component.	Assoc. VC	VC; Director, IS		11/1/2008	12/31/2010	See Item 10.13.

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11.20	Implement temporary position control system until the Datatel system is appropriately populated.	Assoc. VC	VP, AS; VC		-----	Completed	Budget control system is in place.
11.21	Update seniority lists.	Assoc. VC		yes	9/1/2008	Completed	
11.22	Implement a human resources department internal network drive - access for all HR.	Assoc. VC	Director , IS	yes	9/1/2008	Completed	Shared drive is available to all personnel.
11.23	Develop an online hiring process for short-term, temporary and student employees	Assoc. VC	College HR Specialists; Director, IS	yes	9/1/2009	12/31/2009	Recommendation will be implemented in Fall 2009. Correlate with online requisitions. \$10,000.
11.24	Hire a Director of Human Resources. A position titled assistant director of human resources was eliminated about three years ago. That position, or a similar one, may need to be reinstated which would provide more support for the associate vice chancellor of human resources and provide greater decision making and a higher level of authority than what now exists.	Assoc. VC	Chancellor		1/1/2009	12/31/2009	HR management structure needs to be assessed for both efficiency and effectiveness. HR-focused report (one of eight focused reports) presented to the Board on May 21, 2009, evaluated operational needs and identified potential responsibilities of a Director.
11.25	(Reduction of Expenditures - District Initiated) Hiring freeze with exceptions.	Chancellor	Presidents; VC			On-going	Implemented in 2007-08.
11.26	(Reduction of Expenditures - District Initiated) Suspend sabbaticals.	Assoc. VC	ACE; Senate Presidents		1/1/2009	6/30/2009	Review appropriate policies and contract language. Possible negotiation item.
11.27	(Reduction of Expenditures - District Initiated) Discontinue the use of at least half the short-term, temporary and student workers.	Chancellor; Presidents					See Item 6.3.
11.28	(Reduction of Expenditures - District Initiated) Initiate a District-wide retirement incentive program.	Assoc. VC	Unions		1/1/2008	Completed	Has been initiated for all units. See Item 2.3.
11.29	(Reduction of Expenditures - District Initiated) Decrease monthly attorney costs.	VC	Director, General Svcs.; Assoc. VC		1/1/2009	6/30/2009	Review billing statements and set up internal process and procedures.
11.30	(Reduction of Expenditures - District Initiated) Consider charging new employees for fingerprinting.	Director, Fiscal Services	Chief of Police	yes	1/1/2009	7/1/2009	Police Chief is gathering information on last year's costs.

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11.31	(Reduction of Expenditures - District Initiated) Press insurance brokers to negotiate lower medical, dental, LTD (disability) and life insurance premiums.	Assoc. VC	Benefits Consultants; Unions		1/1/2009	10/31/2009	Already done as part of annual renewal process. Significant premium reductions will not come about by merely negotiating rates on the current benefits plans. Until provider names are removed from collective bargaining agreements, changing providers to lower costs is negotiable.
11.32	(Reduction of Expenditures - District Initiated) Seek reimbursement through State Mandated Cost Program.	VC; Assoc. VC				On-going	District actively pursues mandated cost reimbursement. District must recognize lack of state funding for this purpose.
11.33	(Reduction of Expenditures - District Initiated) Institute a "Transitional Return to Work" Worker's Compensation Program for industrial-related injured employees.	Assoc. VC	Workers' Comp Consultants; Director, Gen. Svcs.		2/1/2009	12/31/2009	This should be done. Could help reduce use of temporary employees. Check for impact on collective bargaining agreements re: use of sick leave, differential pay.
11.34	(Reduction of Expenditures - District Initiated) Consider two-week voluntary furloughs for management, classified, and supervisors, or furloughs of one day a month.	Assoc. VC	Meet and Confer Groups; Unions; Director, Fiscal Svcs.		12/1/2008	7/1/2009	Negotiate with unions, and meet and confer groups. This action will be considered after operating budgets are developed and the State budget determined.
11.35	(Reduction of Expenditures - District Initiated) Consider voluntary reductions of salary.	Assoc. VC	Meet and Confer Groups; Unions; Director, Fiscal Svcs.		12/1/2008	12/31/2009	Negotiate with unions, and meet and confer groups. This action will be considered after operating budgets are developed and the State budget determined. The District has "sunshined" this as a proposal for negotiations. Negotiations have not yet begun.
11.36	(Reduction of Expenditures - District Initiated) Renegotiate naming medical provider in contract language to allow the District insurance committee some flexibility in finding comparable, but less expensive medical coverage.	Assoc. VC	Unions				See Item 11.31. Already done as part of annual renewal process. Significant premium reductions will not come about by merely negotiating rates on the current benefits plans. Until provider names are removed from collective bargaining agreements, changing providers to lower costs is negotiable.
11.37	(Reduction of Expenditures - District Initiated) Make the change in the prescription provider.	Assoc. VC	Unions				See Item 8.3.

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11.38	(Reduction of Expenditures - District Initiated) Seek reimbursement through Chancellor's Office under Part-Time Faculty Health Benefits Program.	Assoc. VC				On-going	
11.39	(Reduction of Expenditures - District Initiated) Consider charging for staff parking.	Assoc. VC	Meet and Confer Groups; Unions		1/1/2009	12/31/2009	Negotiate with unions, and meet and confer groups. Negotiations have not begun.
12	Information Systems and Technology Focused Report						
12.1	Eliminate the Network Security position.	Director, IS	Assoc. VC		1/1/2009	6/30/2009	To achieve the elimination of the Sr. Network Security Analyst position, the duties of this position must be merged into the Network Communication Specialist positions.
12.2	Eliminate the Help Desk Specialist position.	Director, IS	Assoc. VC		1/1/2009	6/30/2009	To achieve the elimination of the Help Desk Specialist position, the Micro Computer Support (MCS) group must implement Microsoft SMS or a similar product for remote desktop management. A product called Kbox is being purchased to address this issue. This product will be implemented by June 2009.
12.3	Develop a strategy for desktop support for all computers on desktops, in labs, and in classrooms. This strategy must include the most efficient and cost effective approach for providing these services.	Director, IS	Supervisor, MCS		4/30/2009	6/30/2009	The I.S. department only provides desktop support to staff and faculty. Labs and classrooms are supported by the colleges. To achieve the most efficient and cost effective approach, the MCS group must implement Microsoft SMS or a similar product for remote desktop management. A product called Kbox is being purchased to address this issue. This product will be implemented by June 2009.
12.4	Need for a Data Information Systems Manager who would have the current technical knowledge to lead the System Analysts group. The cost/benefit of this additional manager must be carefully analyzed in light of the District's budget situation.	Director, IS	VC and College Researchers		1/1/2009	9/1/2009	In the review of the Application group, it was determined that future system applications will need to be implemented and supported by this group in order to achieve efficiencies and technology automations for the District. Hiring a working manager will help this group achieve these goals. \$131,751 with benefits.

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12.5	Systems Analysts appear to have become the "subject matter experts," which means they are the repository of the specific knowledge of how the application functions in the District. This knowledge must be transitioned to power users at the District. A power user is someone within a function who really understand how the computer system operates or behaves.	Director, IS	VC; Deans, SS; VP, SS; VP,I; College Researchers; Director, Fiscal Services		3/2/2009	On-going	Create a Systems Support and User Group committee where knowledge is transitioned to power users. This committee will be created in Spring 2009.
12.6	System maintenance expertise can be acquired short term by hiring an outside Information Architect to document current systems, interfaces, and suggest short-term changes. Longer term, when a Systems Analyst leaves, the District should replace that person with an employee with demonstrated abilities with information architectures and current internet development skills.	Director, IS			6/1/2009	12/1/2009	This task can be achieved in-house. The Director, IS, will assign an IS staff person to perform this function and give monthly updates.
12.7	The District should develop a strategy for moving ownership of automated functions to the responsible owners.	Director, IS			3/2/2009	On-going	See Item 12.5.
12.8	The District should consider forming a "swat" team of responsible users, college researchers, and the Systems Analysts to look at data problems, specifically underreporting that might have a negative impact on apportionment. The long-term solution is for the key users to understand and be accountable for the quality of the data that is reported to the state. A central technician who would coordinate the MIS reporting would also be a long-term solution to data problems, reporting to the area responsible for enrollment management.	Director, IS			3/2/2009	On-going	See Items 12.4 and 12.5.

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12.9 The implementation of Schedule25 would be done by an outside resource, and the District Systems Analysts would then take over the ongoing maintenance.	Director, IS	VP, I and Land Corp		TBD	12/18/2009	There are two viable software packages that fully integrate with the Datatel system, CollegeNet and Astra. Both packages have the ability to quickly and efficiently schedule rooms, events, and key resources while maximizing the use of current facilities with planned growth. In addition, by implementing one of these systems, the colleges and District will be able to capture and transfer all scheduling information into a fully scalable automated system. Also, it will centralize academic and event scheduling into one database. Cost is approximately \$130,000.00. In order to move forward with the implementation, the IS department needs to hire the replacement of the retired Analyst, plus identify a subject-matter expert at the colleges to assist with the implementation. Starting date for implementation is to be determined.
12.10 The planned implementation of the Data Warehouse project and the selection of the Cognos software is a long-term investment. Much work remains on this project.	Director, IS			3/2/2009	On-going	See Items 12.4,12.5, and 12.8.
12.11 Standardizing and implementation of Microsoft Enterprise System will be a great improvement over current email and calendaring systems.	Director, IS	College Deans, Technology		5/4/2009	8/28/2009	Although the initial scope of the project was specifically to identify a suitable replacement for Qmail and Meeting Maker, we quickly learned to embrace related technologies such as collaboration, file shares, remote connectivity, and multi-platform tools. This new direction will be important for the District to improve technical efficiency and to encourage system integration for future projects. The cost to implement a Microsoft Enterprise environment, which includes Exchange, Terminal Services, Windows 2008, and Sharepoint, is approximately \$60,152.00. At its meeting on March 19, 2009, the Land Corp approved \$10,000 in funding for the implementation of Microsoft Outlook.