Chaffey College Program Review
Three Year Review 2011

PROGRAM OVERVIEW

Program Title: Office of the Vice President, Business Services

Program Code: 6720 - VICE PRESIDENT OF BUSINESS SERVICES

Review Type: Administrative

Does this review contain any career technical education (occupational) programs?
No

External Regulations:
No

Chaffey College Mission Statement
Chaffey College improves lives within the diverse communities it serves through equal access to quality occupational, transfer, general education, and foundation programs in a learning-centered environment where student success is highly valued, supported, and assessed.

Please describe how your program supports the college's mission and discuss how your program evaluates its effectiveness in meeting the college mission:
The mission of the Office of the Vice President, Business Services is to provide service to all areas of the College directly through interactions with instructional and non-instructional areas, and indirectly through the various departments which are a part of the organizational structure of this office. The Office of the Vice President, Business Services has the overall responsibility for all of the financial and business operations of the College. During the 2010-2011 program year, as in previous years, Facilities Scheduling/Rentals (Program Code 6830) reported directly to the Vice President, Business Services and had been included in the PSR for this office. For the 2011-2012 program year, Facilities Scheduling/Rentals will be reporting directly to the Purchasing Services Department and will be covered in that department's budget development and PSR process. During this program year, the Vice President, Business Services retired, and beginning January 2011, the Interim Vice President, Business Operations, began overseeing the office. Departments which are a part of Business Services are: Accounting Services, Budgeting Services, Purchasing Services, and Auxiliary Services (Bookstore and Food Services). This office also works closely with the Office of the Superintendent/President and Governing Board, Vice
Presidents, Deans, Directors, ASCC, our professional association leadership (Faculty Senate, Classified Senate, CCFA and CSEA), Budget Advisory Committee, GEM Committee, Chaffey College Foundation, as well as our cities, redevelopment agencies, Upland Chamber of Commerce, Chaffey Federal Credit Union, and the business and professional community in general. The effectiveness of the Office of the Vice President, Business Services is measured through the successful completion of the goals of the divisions reporting to this office. Each division completes their own PSRs delineating their achievements. The financial health of the College is evaluated through annual audits by an outside auditing firm, and because the College has achieved fiscal independent status from the County, there are very stringent checks and balances in place to ensure the College complies with the requirements of this status. Quarterly financial and accounting/budgeting monitoring reports are presented to the Governing Board.

Review Team Response
Good overview and summary of metrics.

PROGRAM DATA
Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Day</th>
<th>Evening</th>
<th>Online</th>
<th>Arranged</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measure</td>
<td>2008-09 to 2009-10</td>
<td>2009-10 to 2010-11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Census Enrollment</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evening</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arranged</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Given the data, what changes can be identified in enrollment patterns? Identify any important trends and explain them.
Retention
Retention Rate by Day, Evening, Online, Arranged ()

<table>
<thead>
<tr>
<th>Measure</th>
<th>2008-09 to 2009-10</th>
<th>2009-10 to 2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Census Retention</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Day</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Evening</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Online</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Arranged</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Given the data, what changes can be identified in retention patterns? Identify any important trends and explain them.

Success
Given the data, what changes can be identified in student success patterns? Identify any important trends and explain them.

Review Team Response

DEGREE/CERTIFICATE DATA

Review Team Response

STUDENT LEARNING OUTCOMES

Discuss how the number, type, depth, and breadth of the courses support program SLO's.

Discuss how courses in the program articulate with or complement each other.

Discuss how courses in the program interact with other programs on campus (for example: cross-listing, overlapping content, or shared resources).

How and when has your department assessed Program SLO's and how have you responded to the
results?
What program or course changes have been made based on the result of the assessed outcome?
Review Team Response
Discuss how your services help maintain a high level of student satisfaction.
Discuss how you evaluate your effectiveness in meeting students' needs.
How and when has your service reviewed or revised SLO?s and/or AUO?s.
How has your program utilized SLO/AUO assessment results for program improvement?
Review Team Response
CURRICULUM UPDATE

<table>
<thead>
<tr>
<th>Courses</th>
<th>Last Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs</th>
<th>Last Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Courses should be updated every six years; if course updates are due, please describe your plan and timeline for updating courses:
What steps has your program taken to proactively respond to changing and emerging student and community needs?
Briefly explain:
Review Team Response

NON-INSTRUCTIONAL PROGRAM INFORMATION
How does your program improve, expand, or support student learning? How do you know?
The Office of the Vice President of Business Services is responsible for providing leadership to the college on services that indirectly support student learning. For example, this office oversees the bookstore and food services areas and had oversight for the construction of the new Panther Express store which provides food and beverages for students to purchase, as well as pens, pencils, test supplies, etc. This store is located on the west side of campus which makes it convenient for students who have class on this side of campus to pick up what they need in between classes without having to walk to the main bookstore on the other side of campus, allowing them more time to get to class on time or study in between classes.

Describe staff functions and services (these can include diversity, specialties, staff preparation and
**How does your program evaluate its effectiveness?**

The Office of the Vice President, Business Services is staffed by the vice president and an executive assistant. The main function of this office is to provide leadership on business, financial, budgeting, and accounting matters. During this difficult budget year, this office was instrumental in ensuring that the College did not expend in excess of the revenue the College was bringing in, while maintaining the 7% board-mandated reserve. This required several college-wide reductions be made. One method for evaluating the effectiveness of this office is through the annual audit that is performed by an outside auditing firm, as well as quarterly financial reports that are presented to the Governing Board.

**Review Team Response**

Useful summary of the functioning and role of the Office of the VP, Business Services, and the way it evaluates its effectiveness.

**STUDENT SUPPORT - ACCESS**

How do the services you provide to students facilitate **access** to learning? (e.g. - admissions applications, payment processing, pre-requisite clearances, assessment testing, adaptive technology, program applications, healthcare, student activities, and other specialized services.)

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>Description of Service</th>
<th>How many students received this service?</th>
<th>Measured with?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>08-09</td>
<td>09-10</td>
</tr>
</tbody>
</table>

Additional information:

**Review Team Response**

**STUDENT SUPPORT - SUPPORT**

How do the services you provide to students **support** student learning? (e.g. 'counseling, orientations, workshops, financial assistance (scholarships, grants, etc'), career assessments, health education, service learning, advisory committees, and other specialized services.)

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>What knowledge, skills, and/or abilities are learned?</th>
<th>How many students received this service?</th>
<th>Measured with?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>08-09</td>
<td>09-10</td>
</tr>
</tbody>
</table>

Additional information:

**Review Team Response**
STUDENT SUPPORT - OTHER

How do the services you provide to students promote transfer, completion, specialized services, and/or future success? (e.g. graduation ceremony, CSU/IGETC certifications, university transfer, securing employment, transcript requests, enrollment verification, conferring of degrees/certificates, scanning/imaging documents, phone calls received, face-to-face contacts, refunds granted, and other specialized services.)

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>How does this contribute to student success?</th>
<th>How many students received this service?</th>
<th>Measured with?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>08-09 09-10 10-11</td>
<td></td>
</tr>
</tbody>
</table>

Additional information:

Review Team Response

VISIONARY IMPROVEMENT PLAN (VIP)

Please identify 1-3 program improvement goals for the next three years. Goals should state 'what' you plan to achieve and the rationale 'why' for doing so. 'How' you achieve your goals will be entered under Steps to Success. Keep in mind that your VIP should be SMART:

- Specific
- Measurable
- Action-oriented
- Realistic
- Time-bound

All plans should improve or expand student learning.

Year Three Goal:
Determine staffing requirements for the Vice President, Business Services Department.

To which planning direction does this goal apply?
Connectedness

Year 1 Steps to Success (activities) and VIP Assessment:
Since the retirement of the Vice President, Business Services, during this fiscal year, an Interim Vice President, Business Services, was utilized to oversee the daily operations of the Business Services Department. Dependent upon means by which vacant position is filled.

Year 2 Steps to Success (activities) and VIP Assessment:
The permanent remedy for the vacant Vice President position will be determined by the Superintendent/President.
Year Three Goal:
Work with all College departments/schools to ensure the fiscal integrity and stability of the District.

To which planning direction does this goal apply?
Excellence in teaching and learning
Flexible and continuous student support
Connectedness
Sustainability

Year 1 Steps to Success (activities) and VIP Assessment:
Work with the president, vice presidents and deans to develop budget strategies to realign expenditures with revenues received by the District.
Quarterly financial reports to the Governing Board will be evidence of maintaining fiscal solvency.

Year 2 Steps to Success (activities) and VIP Assessment:
Continue to examine the budget and develop long-term strategies for budgeting positions that are critical to maintain essential levels of student support services. Plan budget workshops/forums to keep campus community informed of the status of the State/College budget situation.
Quarterly financial reports as well as performance audits by an outside auditing firm will be measures of success. Maintaining critical positions and programs for student support services will also be a measure of success.

Review Team Response
Important plans, well articulated. Rating = 3

PROFESSIONAL DEVELOPMENT ACTIVITIES THAT SUPPORT STUDENT LEARNING OR IMPROVE YOUR PROGRAM

List Recent departmental professional development activities connected to student learning.

<table>
<thead>
<tr>
<th>Recent activities</th>
<th>Recent workshops/courses taken</th>
<th>Recent conferences/training</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>ACBO (Association of College Business Officers)Conference</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Green Schools California Summit</td>
<td></td>
</tr>
</tbody>
</table>

How are student learning outcomes affected by these professional activities? What steps are recommended for improvement?
The Vice President, Business Services, attends the ACBO Conference annually to get a sense of the status of the state budget as well as current trends in community college budgeting and fiscal issues. Because of challenging budgeting times, this information indirectly affects student learning by planning ahead for reductions being made to class sections and programs. The executive assistant for this office serves as a tri-chair for the GEM (Green Earth Movement) Committee, and information gathered at the
Green Schools California Summit can potentially affect student learning by adding environmental sustainability components to the curriculum of various programs. For example, a sociology course could include a sustainability piece, or an economics course could include a “green economy” discussion.

Discuss departmental engagement on campus in connection to student learning.

<table>
<thead>
<tr>
<th>Governance committees</th>
<th>Other college-related committees</th>
<th>Other campus participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>President's Cabinet</td>
<td>GEM Committee</td>
<td>Convocation</td>
</tr>
<tr>
<td>College Council</td>
<td>Budget Advisory Committee</td>
<td>Faculty Lecture of the Year</td>
</tr>
</tbody>
</table>

How does your program benefit from your campus engagement?
The Office of the Vice President, Business Services, benefits from participation on committees and campus engagement.

Teaching/Years of Service

<table>
<thead>
<tr>
<th></th>
<th>0-5 years</th>
<th>6-10 years</th>
<th>11-15 years</th>
<th>16-20 years</th>
<th>21+ years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Given the data how has your program been impacted?

Does your program anticipate retirements within the next 3 years?
The Vice President, Business Services, retired this program year. This office does not project any other retirements within the next 3 years.

Review Team Response
The Office of the VP, Business Services clearly supports student learning in an indirect but vital way. The review team appreciates how participation in the Green Earth Summit can also have a more direct impact on the classroom.

PROJECTED NEEDS

Is any part of the program funded by sources other than the instructional budget (such as grants, partnerships, or other means)? If yes, please identify the source, amount, and length of funding.

N/A

After reviewing and analyzing the data and assessment results in this report, please describe and provide rationale for any projected resource needs required to accomplish your Visionary Improvement Plan using the boxes below. Your requests should be based on student need.

FT Faculty:

Year 1:

Hiring Criteria:
Year 2:
Hiring Criteria:

Year 3:
Hiring Criteria:

STAFF
Year 1
Year 2
Year 3

EQUIPMENT
Year 1
Year 2
Year 3

TECHNOLOGY
Year 1
Year 2
Year 3

SOFTWARE
Year 1
Year 2
Year 3

OTHER
Year 1
Year 2
Year 3
Review Team Response
Since "The permanent remedy for the vacant Vice President position will be determined by the Superintendent/ President," the review team understands why no requests were made here.

Review Team Response
Good program review. The Program is to be commended for continuing to maintain the fiscal integrity of the District, for maintaining good communications with other departments of the College and for a VIP plan that responds proactively to the current fiscal climate. Rating = 3