

---

SOUTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT



DISTRICT SERVICES  
ADMINISTRATIVE UNIT REVIEW HANDBOOK

---

DRAFT 9-19-11

## TABLE OF CONTENTS

---

	PAGE #
District Services Administrative Unit Organization	3
District Services Administrative Unit Review Framework	4
The Components of Administrative Unit Review	7
I: Administrative Unit Overview	7
II: Review Report	7
III: Needs Assessment	9
IV: Appendices	10
Appendix A: Legal and Professional Basis for Administrative Unit Review	11
Appendix B: ACCJC Rubric for Evaluating Institutional Effectiveness	11
Appendix C: District Wide Mission, Vision, and Values	11
Appendix D: District Services Administrative Unit Review Template	12

## DISTRICT SERVICES

### ADMINISTRATIVE UNIT REVIEW ORGANIZATION

---

#### CHANCELLOR'S OFFICE

1. PUBLIC AFFAIRS, TRUSTEE SERVICES, ATEP SITE DEVELOPMENT

#### VICE CHANCELLOR OF BUSINESS SERVICES

1. ACCOUNTING
2. PAYROLL
3. RISK MANAGEMENT
4. BENEFITS
5. FACILITIES PLANNING
6. PURCHASING
7. WAREHOUSE, COURIER SERVICE & MAILROOM

#### VICE CHANCELLOR OF HUMAN RESOURCES

1. RECRUITMENT, NEGOTIATIONS, TRAINING, EVALUATION AND DISCIPLINARY ACTION

#### VICE CHANCELLOR OF TECHNOLOGY & LEARNING RESOURCES

1. INFORMATION TECHNOLOGY
2. INSTITUTIONAL RESEARCH AND PLANNING

## DISTRICT SERVICES ADMINISTRATIVE UNIT REVIEW FRAMEWORK

---

### BACKGROUND & PHILOSOPHY

---

The short-range strategic plan of the South Orange County Community College District (SOCCCD) requires that a systematic review of all administrative units be conducted to ensure the quality and relevance of district services, and the effective and efficient use of resources. This systematic process is an administrative unit review, which must be a cooperative effort, utilizing the knowledge and expertise of administrators, managers, and support staff.

Administrative Unit Review (AUR) is a key component in appraising institutional effectiveness at SOCCCD (the District). District Services Planning Council (DSPC) coordinates the District Services Administrative Unit Review process at the District under the guidance of the Chancellor. The colleges each address program review and administrative unit review separately.

### OVERVIEW

---

Planning and evaluation occurs continuously throughout the South Orange County Community College District. The departmental unit planning and evaluation represented within this publication is for district-wide support service units (District Services).

Because planning, resource allocation, and evaluation are so closely related, and because these activities occur on an ongoing basis, we have developed a structure and process whereby these efforts can be addressed cohesively in one document for District Services units.

Each unit creates a District Services Administrative Unit Review report that describes its department, assesses its functions and services, identifies its annual goals that relate to the District's vision and goals, and proposes a unit budget plan to support the work it produces. The ongoing cycle of evaluation encourages department staff to regularly assess their unit and the manner in which the needs of their clients/customers are addressed in order to maximize the unit's strengths and implement improvements wherever possible.

These District Services Administrative Unit Review reports prove to be tools for departments to plan, as a unit, how to use their resources (human, fiscal, facilities), thereby operating in a more efficient manner to serve our constituents/customers/clients. This effort (along with those at Saddleback College and Irvine Valley College) are also integrated into our district-wide resource allocation process that takes place annually.

After the initial review (year one), each unit will do two additional annual update reports (year two and three) to their respective Vice Chancellor, then forward it to the District Services Planning Council and Chancellor. Completed District Services Administrative Unit Reviews are posted on a district SharePoint site. These reviews will be completed each year by the first of March to coincide with the budget planning cycle.



**Annual Reports Due  
First of March Each Year**

## PURPOSE & OBJECTIVES

---

District Services Administrative Unit Review is a systematic process for the collection, analysis, and interpretation of data concerning an administrative unit, and is utilized in making recommendations to improve the effectiveness of the unit and its impact on district-wide student learning. It is a means of ensuring that the district's services are effective and responsive to both college communities within the limitations of available resources. Through a review of administrative unit outcomes, key unit indicators, and unit objectives, District Services will be able to assess its effectiveness and continue to offer high quality services and support for our students, colleges, and constituents.

The results of Administrative Unit Review will be incorporated into the strategic planning and resource allocation decision processes of the district and colleges, and will provide information for unit planning and improvement (see Appendix A on the Legal and Professional Basis for Administrative Unit Review).

The major objectives of District Services Administrative Unit Review are to:

1. Align District Services administrative unit goals with the district's mission, vision, and goals.
2. Collect and analyze data on key performance indicators, administrative unit outcomes, unit activities, and accomplishments.
3. Examine and document the effectiveness of District Services.
4. Develop recommendations and strategies concerning future unit goals and needs (e.g. budget, staffing, and resources).
5. Assure the accuracy of unit information.
6. Comply with Federal and State law, Title 5, Student Equity, VTEA, matriculation (including prerequisite and co-requisite standards), ADA (American with Disabilities Act), and other legal or certification requirements.

## STRUCTURE

---

### Administrative Unit Review Team

Each unit will assemble an Administrative Unit Review Team (AURT) to conduct the unit review in accordance with the process and timeline adopted by the District Services Planning Council. The AURT will be comprised of the following members:

- Unit Manager
- Two or more staff and/or administrator/manager members from within the unit

All staff members within a unit are encouraged to participate in the Administrative Unit Review process.

## District Services Planning Committee (DSPC)

The key responsibilities of District Services Planning Committee will be to assist the AURTs by providing orientation, guidance and direction. In addition, the District Research Office will assist the AURTs by preparing data templates and other research as necessary. The committee will be responsible for:

1. Establishing the schedules for Administrative Unit Reviews.
2. Assisting AURTs in the completion of their reports.
3. Receiving and reviewing submitted Administrative Unit Review reports.
4. Submitting final Administrative Unit Review reports to the chancellor and the applicable vice chancellor.
5. Posting completed AURs on the appropriate SharePoint website.
6. Scheduling presentations for the District Services Planning Committee.
7. Making recommendations to the District Services Planning Committee for revisions to the Administrative Unit Review process and calendar.

## PROCESS OVERVIEW & TIMELINE

---

The following steps should be used for moving through the Administrative Unit Review process:

1. Administrative Unit Reviews and Annual Updates will be completed by the first of March annually to coincide with the budget planning cycle.
2. The AURT will collect the data necessary to complete the report. This will largely consist of the unit organizational chart, the five-year staffing profile, a current AUR budget report obtained from the Director of Fiscal Services, the previous five years of AUO Assessment Forms, and any other data the AURT determines necessary.
3. Each AURT will evaluate its unit through the process of writing the Administrative Unit Review report according to the guidelines spelled out in this handbook. The report will address the following issues:
  - *Unit mission and goals*
  - *Specific characteristics of each unit*
  - *Administrative Unit outcomes*
  - *Budget proposals*
  - *Future recommendations*
4. The AURT will submit a completed report in electronic form to the District Director of Research & Planning for review, and to the appropriate vice chancellor for review and acceptance.
5. Once the report has been accepted by the vice chancellor, the final copy of the report will be sent to the chancellor.
6. The AURT will schedule and present their report to the DSPC by the 31<sup>st</sup> of March.
7. The report will then be posted on the appropriate district SharePoint site.
8. All reports will be used in district-wide strategic planning and resource allocation decisions.

## THE COMPONENTS OF ADMINISTRATIVE UNIT REVIEW

---

Each Administrative Unit Review report will be composed of the following sections:

- I. Unit Overview (2-3 pages)
- II. Review Report (approximately 10 pages)
- III. Needs Assessment and Annual Update (2-3 pages)
- IV. Appendices:
  - 1) Unit Organizational Chart
  - 2) Five-Year Program Staffing Profile
  - 3) Supporting Data
  - 4) Current Budget
  - 5) Other appendices as needed

### **I. Unit Overview**

The unit overview should be brief (2-3 pages), and should reflect the consensus of the administration, management and staff within the unit. It is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission and/or vision of the South Orange County Community College District. The unit overview should address the following issues:

- A. The mission of the unit and its link to the District's mission, vision, and strategic goals
- B. Historical background and unique characteristics of the unit
- C. Progress since the last District Services Administrative Unit Review
- D. Discussion of how AUOs have been utilized by the unit
- E. Current strengths, opportunities, and challenges

### **II. Review Report**

The review report provides a more detailed assessment of the unit. While it is important to answer all of the questions in this section, please aim for brevity. The review report should include the following subsections:

- A. Staffing and Organizational Structure
- B. Programs and Services
- C. Constituency Satisfaction
- D. Facilities, Technical Infrastructure, and Resources
- E. Communication, Coordination and Collaboration

Each of the subsections should include a narrative self-assessment based on the supporting data. The data used will include a unit organizational chart, a five-year staffing profile, a current budget report, AUO Assessment Forms, which are completed annually by each unit, and supporting data. Teams should determine what data is necessary, and work with the District Director of Research and Planning early in the process to obtain the necessary information.

A list of guiding questions for each subsection is included in this handbook. Use these questions to create your narrative and refer to the data when necessary. Given the diverse range of college support and administrative services, not every question will be equally relevant to each unit. The goal of this narrative assessment is to encourage continuous improvement throughout the district, at all levels, and to guide effective planning and decision-making.

### **A. STAFFING AND ORGANIZATIONAL STRUCTURE**

---

1. Describe the administration, management and classified staffing structure of the unit. How does this staffing structure affect the unit's ability to fulfill its mission and goals?
2. What steps can be taken to improve this unit's organizational efficiency within its current budget?
3. What changes in administration, management and staff are needed to make this unit more effective?

### **B. PROGRAMS AND SERVICES**

---

1. What are the unit's primary service offerings?
2. What is the demand for these services from other units at the district services level and from the colleges?
3. How do these services support the district's mission and vision?
4. Is there any overlap or duplication of District Service functions with other units of the district or colleges? If so, how could this be addressed?
5. What methods are used for evaluating the unit's services?
6. How are District Services Administrative Unit Outcomes being assessed and used for unit improvement? Describe the successes or difficulties the unit has faced in relation to AUO assessment.
7. What strategies have been used to improve delivery of support services within the unit (e.g., technology, online options, etc.)?
8. What are the unit's strengths or weaknesses in the area of district services?
9. What changes in the area of programs and services are needed to make this unit more effective?

### **C. COLLEGE/CONSTITUENCY SATISFACTION**

---

1. How do you determine college / constituency satisfaction or dissatisfaction with your unit's performance?
2. How have you used this information to make improvements in the unit within the past five years?
3. How would you rate your unit's visibility? Are the colleges/staff/other constituencies aware of the services you provide?
4. What are the unit's strengths or weaknesses in the areas of college/staff/constituency satisfaction?
5. What changes are needed to improve the unit's effectiveness in the areas of college/staff/constituency satisfaction?

#### **D. FACILITIES, TECHNICAL INFRASTRUCTURE, AND RESOURCES**

---

1. How do the size, type and/or quality of the unit's current physical space affect the unit's ability to fulfill its mission and support its current services?
2. Describe the information technology that is available to the unit and its affect on the unit's ability to fulfill its mission and support its services?
3. Describe the adequacy of the unit's financial resources over the past five years. How efficiently does the unit manage those resources?
4. Discuss any significant changes in the unit's facilities, technical infrastructure, or other resources in the past five years.
5. In what ways can this unit continue to improve the quality of its services and operations within existing resources?
6. What are the unit's projected needs in facilities, technology, or other resources, and how are these needs related to the goals of the unit?
7. Develop a budget proposal for the next budget cycle.

#### **E. COMMUNICATION, COORDINATION AND COLLABORATION**

---

1. Describe the key collaborative relationships that your unit is involved in and explain how these partnerships strengthen its capacity to advance college success/enhance the quality of services and programs provided/ create greater operational efficiencies for the unit.
2. How effectively does information flow from this unit to other units within District Services and within the college communities? Identify any areas where difficulties in communication could be approved.
3. How does your unit make data and information available to administrators, managers, faculty, staff, students and/or other constituents?
4. What are the unit's strengths and weaknesses in the area of communication and collaboration?
5. What changes in the area of communication, coordination and collaboration are needed to make this unit more effective in its mission? goal

### **III. Needs Assessment and Annual Update**

---

The Needs Assessment is a brief (2-3 page) summary of the needs of the unit as outlined in the Review Report above. The Needs Assessment should include the following subsections:

- A. Statement of the Unit's Current Situation (maximum of 3-4 sentences)
- B. Human Resource Needs
- C. Support of Training Needs
- D. Research Needs
- E. Technical, Equipment and Other Resource Needs
- F. Facilities Needs
- G. Marketing and Outreach Needs

## IV: Appendices

Each District Services Administrative Unit Review **must** include the following appendices:

- A. Unit Organizational Chart
- B. Five-Year Unit Staffing Profile
- C. Supporting Data
- D. Current Budget

Additional appendices can be included and should be listed in the table of contents.

### **A. UNIT ORGANIZATIONAL CHART**

---

An Organizational Chart should be created for the unit.

### **B. FIVE-YEAR PROGRAM STAFFING PROFILE**

---

Each unit should create a table, using the template below, which shows the staffing levels in each category (administrators, managers, full-time classified staff, part-time classified staff, NBU staff) for the previous five years, and the percentage change over that period of time.

Position	Staffing Levels for Each of the Previous Five Years					% Change from Year 1 to Year 5
	2006/7	2007/8	2008/9	2009/10	2010/11	
Administrators Managers						
Bargaining Classified Staff FT						
Bargaining Classified Staff PT						
Non-bargaining Classified Staff FT						
Non-bargaining Classified Staff PT						

### **C. SUPPORTING DATA**

---

Each unit should collect any key performance indicators, including an annual operating budget, expenditures, number of service recipients, etc., in order to confirm its observations regarding its activities, accomplishments, needs, etc.

### **D. CURRENT BUDGET**

---

A current AUR operating budget report obtained from the Director of Fiscal Services.

**APPENDIX A:**

**THE LEGAL AND PROFESSIONAL BASIS FOR ADMINISTRATIVE UNIT REVIEW**

---

**ACCJC STANDARDS**

[Accrediting Commission for Community and Junior College accreditation standards 2011 - Western Association of Schools and Colleges \(WASC\)](#)

**APPENDIX B:**

**ACCJC RUBRIC FOR EVALUATING INSTITUTIONAL EFFECTIVENESS**

---

The [Rubric for Evaluating Institutional Effectiveness](#) that was developed by the Commission for use by colleges as they do self-assessment, by teams as they examine college adherence to the Accreditation Standards, and by the Commission as it evaluates institutions.

**APPENDIX C:**

**DISTRICT WIDE MISSION, VISION, AND VALUES**

---

**MISSION**

To provide a dynamic learning environment and diverse opportunities fostering student success and contributing to the community.

**VISION**

To be an educational leader in a changing world.

**VALUES**

We invest in our students' success, employees, physical plant, and community, with wise use of our resources

**APPENDIX D:**

**DISTRICT SERVICES ADMINISTRATIVE UNIT REVIEW TEMPLATE**

---

SOUTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT



DISTRICT SERVICES  
ADMINISTRATIVE UNIT REVIEW  
FOR

**Unit Name**

Submitted on [Date]

DRAFT 9-19-11

# TABLE OF CONTENTS

---

Team Members.....	3
District Services Administrative Unit Review Checklist .....	4
Unit Overview.....	5
Review Report .....	6
Needs Assessment.....	7
Appendices .....	8

DISTRICT SERVICES  
ADMINISTRATIVE UNIT REVIEW  
TEAM MEMBERS (AURT)

---

Unit Review Team Chair:

---

Unit Review Team Members:

---

---

---

---

---

---

## DISTRICT SERVICES ADMINISTRATIVE UNIT REVIEW CHECKLIST

---

ACTION	
<input type="checkbox"/>	Form Administrative Unit Review Team
<input type="checkbox"/>	Gather documents: Org chart, staffing profile, unit budget, etc.
<input type="checkbox"/>	Solicit input from administrators, managers, faculty, staff, and district community via district surveys
<input type="checkbox"/>	Determine if additional research is needed
<input type="checkbox"/>	Contact District Director of Research and Planning if needed
<input type="checkbox"/>	Meet with team members and write Administrative Unit Review report
<input type="checkbox"/>	Submit report to Vice Chancellor for review and approval
<input type="checkbox"/>	Schedule and present report to District Services Planning Committee by the 31 <sup>st</sup> of March each year.
<input type="checkbox"/>	Report submitted to Chancellor
<input type="checkbox"/>	Report posted to the District Services Administrative Unit Review SharePoint site
<input type="checkbox"/>	Utilize report for annual budget development process

**TIMELINE:**

- Initial Administrative Unit Review Report 2011/2012 due March 1, 2012.
- Annual Review and Updates due by the first of March each year.



# REVIEW REPORT

---

A. Staffing and Organizational Structure Overview

B. Programs and Services Overview

C. Constituency Satisfaction (Administrator, Manager, Faculty, Staff, Student, Community, Vendor, Consultant, etc.)

D. Facilities, Technical Infrastructure, and Resources

E. Communication, Coordination and Collaboration

## NEEDS ASSESSMENT AND ANNUAL UPDATE

---

*Describe Administrative Unit needs a brief, overview statements and quantify in budget –year funds. This information will be utilized in the annual budget development process/cycle.*

- A. Statement of Unit's Current Situation (maximum of 3-4 sentences)
  
- B. Human Resource Needs
  
- C. Instructional/Service Needs
  
- D. Research Needs
  
- E. Technical, Equipment and Other Resource Needs
  
- F. Facilities Needs
  
- G. Marketing, Communication and Outreach Needs
  
- H. Other needs

## APPENDICES

### A. Unit Organizational Chart

---

### B. Five-Year Program Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years					% Change from Year 1 to Year 5
	2006/7	2007/8	2008/9	2009/10	2010/11	
Managers / Administrators	0	0	0	0	0	0%
Bargaining Classified Staff FT	0	0	0	0	0	0%
Bargaining Classified Staff PT	0	0	0	0	0	0%
Non-bargaining Classified Staff FT	0	0	0	0	0	0%
Non-bargaining Classified Staff PT	0	0	0	0	0	0%

C. Current Budget Summary

D. Recent District Wide Surveys

E. List of Related Planning Groups, Committees, Councils at District Level

F. Supporting Data

G. Others (unit planning documents, i.e. technology plan)