



Administrative & Operational Services

2022 - 2023 Self-Study

Three-Year Program Review Template

Office of the Vice President of Administrative Services

Office of Administrative Services

Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

Participants in the self-study

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Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

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2/2/2023

Date

1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

The Office of the Vice President of Administrative Services (VPAS) supports the College's Mission, Vision, Core Values, and Goals by providing the financial and physical resources needed to ensure a safe and effective learning environment. The Administrative Services Office includes Academic Computing Technologies (ACT), Bursar's Office, Business Office, Campus Capital Projects/Sustainability, Facilities/M&O, Mailroom/Production Center, and responsibility to oversee the outsourced services of the Follett Bookstore and Sodexo/Starbucks Food Services.

Mission: The VPAS Office supports the College's mission in creating a welcoming environment through the daily work efforts of our facilities and food service departments who maintain a safe and clean campus, as well as provide nutrition to maintain health and well-being. The ACT, Campus Capital Projects Team, and Sustainability Office work together to develop architectural designs and learning environments that stimulate learning. The Bursar's Office, Business Office, Mailroom, and VPAS Office provide excellent customer service on a daily basis in a supportive role within environments that promote educational growth.

Vision: The VPAS Office supports the College's Vision by creating a healthy and safe environment that inspires students and staff alike in the work we do and in engaging our students to be productive learners.

Core Values:

The VPAS Office supports the College's Core Values in the areas of:

Community by creating a welcoming and safe environment for students, staff, and the community who either come to seek educational and career growth, work here, or visit.

As for **Excellence**, our office takes pride in making efforts to honor our past and build on that tradition in the buildings we design and the customer service we provide. Our staff attend conferences to learn the latest technical advances to streamline operations and purchase the most cost-effective resources.

Inclusivity is important as our office is responsible for many campus operations and we support the involvement of managers, faculty, classified professionals, and students in the decision-making process.

Innovation is without a doubt an important factor in the workplace, especially in our facilities planning in finding ways to be both cost effective and offer an aesthetically pleasing environment for both staff and students, while also incorporating current trends and technically advanced products.

Our team takes pride in the **Partnerships** we have established and maintained with our educational and community leaders and partners as we work together for the betterment of campus and community around us.

Our team practices **Integrity**, **Equity** and **Responsibility** in all we do to maintain the highest ethical standards in the workplace and in the relationships we have formed with our vendors and community.

College Goals:

The VPAS Office supports the College's Goals by providing specific support through the following means:

- Ensuring sufficient funding for various events/activities that support the Mission, Vision, Core Values and Goals of the College and through timely processing of the related expenditure and reimbursement documents.
- Providing proper set-up of facility needs for all related on-campus events, including properly maintaining all instructional and instructional support areas.
- Managing the Campus Construction Program and planning for future construction projects.
- Supporting the decision-making process through transparency in the budget development process.

2.0 Department/Office /Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this department/office.

The purpose of the Office of the Vice President of Administrative Services is to oversee the business, finance, academic computing technologies, and facility areas of the college. Administrative Services includes the following departments/responsibilities: Academic Computing Technologies, Bookstore, Bursar's Office, Business Office, Campus Capital Projects/Construction Program Management including Sustainability, Facilities/Maintenance & Operations, Food Services, and Production Center/Mailroom. The staffing of the VPAS office consists of the Vice President, one Manager of Campus Accounting – Business Office, one Executive Assistant II, and two Business Office staff members.

2.2 Staffing – complete the table below. Please list the total number of personnel in each type of position in the department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the position.

CURRENT STAFF					
Classification (Include position titles)	# of staff in each position title	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
Managers					
Vice President of Administrative Services	1	100%	12	General	1.0
Manager, Campus Accounting-Business Ofc.	1	100%	12	General	1.0
Classified					
Executive Assistant II	1	100%	12	General	1.0
Business Office Specialist	1	100%	12	General	1.0
Business Office Specialist	1	100%	12	General	1.0

[illegible]

2.3 Other Resources

OTHER RESOURCES				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
Independent Contractors				
Volunteers				
Interns				
Total Hours & Costs				
			Total FTE	0.0

2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

Since our last self-study, there has been an update to our staffing. As mentioned in our last self-study, due to the increasing demands placed on the current Business Office Specialist and the need to oversee new grants, the Board approved to hire a second Business Office Specialist in our office. The new employee reported to duty on December 3, 2018.

Since our last program review, the Campus Safety Office now reports to the Vice President of Student Services (VPSS) and the Academic Computing Technologies (ACT) now reports to the VPAS. The change in the reporting structure was made in 2019.

Due to the implementation of the District's new internal Resource Allocation Model (RAM), where each campus is responsible for their budgetary center/financial operations, and the increased

workload related to new grants and financial opportunities, the office was approved to hire a manager to oversee the campus Business Office to keep operations running efficiently and effectively. The new position is “Manager, Campus Accounting – Business Office”. The new manager reported for duty on July 15, 2022, but resigned for personal reasons effective August 26, 2022. The office is currently in the process to fill the vacancy.

Due to a campus recommendation related to the need to incorporate sustainability efforts into our campus construction programs, Fullerton College approved the formation of the Sustainability Committee in 2018 as a PAC sub-committee. The first meeting took place in spring 2019. Sustainable practices are cultural and operational practices that are economical, equitable, and ecological and there promote social and ecological well-being for all generations. Environmental Sustainability is the ability to manage natural resources in a way that meets the needs of the present generation without compromising the ability of future generations to meet theirs. In May 2021, the office was approved to hire a Special Project Director, Sustainability. This position will work closely with the Campus Capital Projects team and Facilities, under direction of the Vice President of Administrative Services to identify and promote sustainability efforts into our campus projects. The director began work as a professional expert on August 1, 2021 with an ending date of June 30, 2022. Their contract was renewed for another year from July 1, 2022 through June 30, 2023. Additional funding has been identified and approved through the shared governance committees Council Budget and Facilities (CBF) and District Consultation Council (DCC) to extend the position through 6/30/2025.

2.5 How does this department/office serve the population of the college?

The VPAS Office is responsible for the entire College’s fiscal (budget and financial) and physical (Construction and Facilities) resources. The VPAS balances the College’s needs with the fiscal and physical resources available and plans for future needs by identifying the availability of any future resources.

A primary function of the VPAS is serving on the College’s President’s Staff, meeting weekly with the College President, other Vice Presidents, Director of Institutional Effectiveness, and Director of Campus Communication to discuss issues affecting the College as a whole. The VPAS co-chairs the Planning & Budget Steering Committee responsible for making recommendations to the President’s Advisory Council (PAC) regarding planning and matters related to the college’s fiscal resource allocations, which includes: making recommendations regarding one-time and ongoing budget requests, including requests for emergency funding and funding for strategic action plans, reviewing and considering funding recommendations from the Program Review process, and generating and sharing information on the budget structure, budget development, and budget issues.

The VPAS also serves as a resource member on a number of campus committees such as the President’s Advisory Council, Deans’ Council, Institutional Integrity Committee, Guided Pathways Steering Committee, Program Review and Planning Committee, and Student Equity and Achievement Committee (SEAC). The VPAS also serves as an advocate for the College on a number of District-wide committees such as the Council on Budget & Facilities, the Budget Officers’ Group, Bond Program Management Team with MAAS, District Citizens’ Oversight Committee, and the District Facilities Committee.

2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

As stated above, the office hired a second Business Office specialist, a Manager, Campus Accounting – Business Office, and a Special Project Director of Sustainability.

Since our last program review, the Fullerton College Bookstore has been outsourced to Follett Higher Education Group. The Fullerton College bookstore sales decreased 26% from 2015 to 2019 prior to the pandemic. As of 2017, the bookstore was no longer profitable and running on an annual deficit. It became apparent that Fullerton College could no longer provide a sustainable service for our students. On July 25, 2019, the College contracted with Tom Byrnes with Campus Bookstore Consulting (CBC), an independent consulting firm to help with an RFP and proposal analysis to outsource the Fullerton College Bookstore and transition efforts. On June 23, 2021, the District received the following three proposals for RFP #2021-16, Request for Proposal for the Management of the Fullerton College Bookstore: 1. Akademos – Online bookstore only, 2. Barnes & Noble College, and 3. Follett Higher Education Group, Inc. A campus committee consisting of 5 members including a student, a classified professional, a faculty member, and two managers reviewed the proposals and unanimously recommended Follett Higher Education Group. Based on the analysis of both tangible and intangible benefits, Fullerton College recommended Follett Higher Education Group. On November 1, 2021, the NOCCCD Board approved for the management of the Fullerton College Bookstore to be outsourced to Follett Higher Education Group for a five-year period. The Fullerton College Bookstore transitioned operations to Follett Bookstore, while VPAS Rodrigo Garcia still oversees the operations.

In the last program review, there were three EV charging stations on campus. Due to the demand for additional units by both faculty and staff, the College increased the number of EV charging stations from 3 to 50 ports on the first floor of the 4-story parking structure, and an additional 44 are stocked and waiting for Southern California Edison's ChargeReady to install units south of Chapman Ave. , The campus still offers free access and no usage fees to faculty, staff, and the community with the appropriate parking permit.

A proposal is being discussed to and will be shared with campus and district shared governance to begin charging per hour to cover the cost of maintenance and additional electric power consumed based on the additional stations installed.

2.7 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

The Administrative Services office is responsible for ensuring compliance with all applicable laws and regulations that affect budget and financial reporting. This office is also responsible for the College's financial and compliance independent audit. Thus, any changes to Title 5, Federal and State legislation, and audit requirements impact the policies and procedures of this department.

Due to the formation of the Sustainability Committee and its ability to communicate the importance of environmental sustainability, the District Board of Trustees adopted BP 3580 Sustainability Plan on May 26, 2021 and AP 3580 Environmental Sustainability on February 8, 2022 to provide guidelines for implementing principles of environmental sustainability in the institutional design, services, and operations of NOCCCD campuses.

When the COVID-19 Pandemic made its appearance in early 2020, life and work as we knew it changed and the District and campus operations shifted to remote work within a week and that affected our students, faculty, and staff. Classroom instruction and campus meetings moved to virtual experiences through software such as Zoom. Some functions and services designated as “essential” remained operation on campus. Due to the need to shelter in place, most academic instruction and campus operations moved online and employees worked remotely from home. The Board adopted Resolution No. 19/20-17 on March 20, 2020 to declare state of emergency and delegate authority to Chancellor to act in response of COVID-19 to take any and all action to ensure continuation of operations at NOCCCD. There were several CARES Act Institution Grants to assist with funding purchases during the pandemic.

The State of California provided the District with PPE Personal Protective Equipment, and directed each campus’ VPAS/Office of Administrative Services to manage the program, which included tracking requests and distribution. The campus launched the State PPE Request Program on September 1, 2020.

To address issues related to the continuation of the COVID-19 pandemic, the CARES Act (Coronavirus Aid, Relief, and Economic Security Act) was passed by Congress on March 25, 2020 and signed into law on March 27, 2020. There were three allocations of CARES funding made available in order to assist with navigating the impact of the COVID-19 outbreak and to prepare the campus for a safe “Return to Work”.

Also, the State provided financial support through funding efforts focused on student success and the need to retain our most valuable resource – students. Through collaborative efforts with campus administrators, funding was made available to students and campuses to prepare for the return of students to campus. The VPAS/Office of Administrative Services tracked the use of these monies through activity code 5001. Some examples of efforts managed by the VPAS include: College increased the number of hydration stations, installed touchless doors, faucets, and toilets throughout the campus except in areas that could not be retrofitted, and added sneeze guards (acrylic screens) at counter/service areas to protect staff and students.

Fullerton College initiated several programs including, but not limited to the student voucher program with the Follett bookstore whereby students were provided with a \$200 voucher to purchase textbooks and supplies from the bookstore, Food Bank drive-thru food distribution, free grab and go food programs, free loaner laptops, headsets, and hot spots. Many more services were provided to students as mentioned in the programs reviews from other departments.

While classes were held virtually, the College fulfilled the students’ basic need for food by launching the weekly Healthy Hornets drive-thru food distribution on April 20, 2020. In an effort to reach out to more students, the College in partnership with Sodexo Food Services, introduced the Grab and Go Food Program (available free to students) on March 24, 2021. This program was managed by the VPAS Office and funded by the CARES Act. Menu items changed daily, with a vegetarian option made available. Initially, meals were available Monday – Wednesday and Friday while the Healthy Hornets Drive-Thru was on Thursdays. Once the campus reopened, the meals were available Monday – Friday. In Fall 2022, this program evolved into the \$12 Meal Plan, offering students \$12 per day (Monday – Friday) to purchase food items of their choice.

Free ID cards and Parking have been provided for all student since the start of the pandemic. A proposal is being discussed to increase Parking fees and citation fees beginning Fall 2023 in order to address the increasing short fall to the campuses Parking Fund.

2.8 Provide any other data that is relevant to your self-study, for example, if you collected data to assess an outcome.

The Administrative Services office also serves as the liaison between the College and the District for all financial, budget, and construction-related issues. Thus, any changes to the District's policies and procedures in any of these areas, also have an impact on the internal policies and procedures of the office.

The Administrative Services office provided technology equipment for students and staff during the pandemic through a loaner program managed by Academic Computing Services. The loaner program was offered to minimize remote learning barriers caused by the lack of access for our students to technology equipment needed for remote learning success. Equipment available for loan in laptops, headsets, webcams, and wireless network hotspots.

- 4674 students have loaned out a laptop
- 555 employees have loaned out a laptop
- 496 students have loaned out a wireless network hotspot
- 592 headsets have been given out
- 524 webcams have been loaned out

The technology equipment loaner program started in 2020 and is still currently in operation.

During our weekly through food distribution, the campus was serving on average 300 students.

Since the implementation of our \$12 per day meal program, the campuses' food service area serves on an average 2,000 student per day. As in person classes options increase the campus expects the number of students served per day to significantly increase.

3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)

3.1 Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?

The department currently employs various experts in Finance with advanced degrees in Accounting and professional experience working in Accounting and Auditing for many years. Collectively, we have a multitude of experience not only with Fullerton College and the NOCCCD, but also with other colleges and professional organizations, and possess governmental accounting and auditing experience within this industry and other governmental industries. This provides for experienced and effective financial and budgetary oversight, resulting in compliance with all applicable laws and regulations, resulting in favorable external audit results. Staff maintain their skills by attending workshops and conferences offering various training opportunities sponsored by organizations such as ACBO and CCIA.

Lastly, staff work as a team in a professional and supportive manner, assisting one another when others are on vacation or out sick as staff have been cross-trained in basic duties performed in order to keep the office running effectively and efficiently. To improve office communication, the Vice President conducts a bi-monthly staff meeting to discuss any campus issues and new developments.

3.2. Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office?

In order to improve the communication among staff members as stated in the last program review, the Vice President implemented the bi-monthly staff meeting, which has been successful in keeping staff informed in a transparent manner. Additionally, the lean staffing level as reported in the last program review has been resolved with the expansion of our department staff as previously mentioned in 2.4 to include the second Business Office Specialist and new Manager, Campus Accounting – Business Office.

3.3 Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office?

Opportunities exist for our office to establish new projects or programs, and/or enhance existing projects or programs to support the College's Mission, Vision, Core Values, and Goals. Since the last program review, there have been several equipment purchases to improve student satisfaction as requested in student surveys. In 2016, the campus purchased and installed 3 EV Charging Stations on the west-side of campus in front of the 4-story parking structure at the request of staff and students. Due to the proven success of this project and that more electric cars are being driven, the campus installed 50 more ports on the first floor of the 4-story parking structure, and an additional 44 are stocked and waiting for Charge Ready installation south of Chapman. The College works with the vendor Chargepoint to better the environment and provide beneficial services to our staff and students. These stations are still made available for free to staff, students and the community.

At the request of students, and in an effort to be more environmentally friendly, the campus purchased and installed four hydration-refilling stations as a pilot effort in early 2018. Due to its success, 36 additional stations were installed throughout the campus (two units are located on the Wilshire NOCE Campus).

Since the last program review, continued efforts have been made to increase safety on campus by strategically installing a total of 13 new AED units throughout campus. Nine units were installed in the 100, 200, 3000, 700, 900, 1400, 1830 buildings, Ben Franklin building and parking structure in October 2020. Two new units in the 400 Building and two new units in the 2400 Building were installed in September 2021. One obsolete AED unit located in the Campus Safety Office was replaced in March 2021. Lastly, the replacement of a broken AED in the Health Center was replaced in August 2022. This is an on-going project that is important to our staff and student's safety.

In the last program review, there were plans with our food service provider Sodexo to renovate the existing Stinger's Café into a fully-licensed Starbucks by Spring 2019. Due to COVID-19, plans and construction were delayed. On September 30, 2022, the College announced its soft opening of the full-licensed Starbucks, located in Building 840! This newly renovated space offers another location for students to access food and beverage services while also providing additional space for students to relax, socialize, or study.

This office continues to support our students and staff by listening to their requests and making decisions to better our campus environment and services.

3.4 Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?

As noted in the last program review, the campus Capital Projects Manager and Assistant Capital Projects Manager are working in a new department that reports to the VPAS. This office did not have any administrative support other than the Executive Assistant II to the Vice President. Due to the increased workload related to new and ongoing construction projects, on December 10, 2019, the College requested an Administrative Assistant III to report to the Campus Capital Projects team to fulfill the duties formerly performed by the VPAS's Executive Assistant II. In March 2020, the new Administrative Assistant III began work just as we were transitioning to remote work due to COVID-19. The transition of a new employee during the time of remote work went smoothly due to the assistance of Zoom meetings to provide training to the new employee.

During COVID, a majority of classes were held online and most campus operations were maintained online with faculty, managers and staff working remotely from home. As COVID levels lowered, there was a push to "Return to Work" for many. In Spring 2022, about 30% of classes returned to onsite instruction and the District directed staff to return to work onsite 3 days a week and work 2 days remotely. The Chancellor sent an email that this directive will be in place through June 30, 2023. The exception is that any jobs considered essential work onsite 5 days a week, including facilities, campus safety, ACT, and mailroom. Currently, the District is analyzing the hybrid work schedule to determine if it is feasible on a permanent basis. Workgroups from campus constituent groups have been formed at the District, Cypress College and Fullerton College.

Additional challenges remain with an continuing increase in additional student services with no additional funding. As our enrollment continues to decrease our cost and services continue to increase. The challenge will be to provide all mandated and optional services within the allocation earned.

4.0 Outcomes Assessment

Note: Sections 4.8 and 4.9 are new. Please review before filling out your outcomes tables below.

4.1 List your outcomes and complete the expandable table below.

	What are your program outcomes?	When was the Assessment completed?	When did you analyze the data?	When were the changes made?	Number of Cycles Completed
1.	The VPAS collaborates on a regular basis with the District on facility and scheduled maintenance planning to ensure adequate funding and effective utilization of resources to address College facility needs.				Ongoing

2.	The VPAS collaborates on a regular basis with the Vice President of Instruction to develop an allocation/planning mechanism for generating Extended Day FTES to appropriately serve the student population and/or changing program needs/demands				Ongoing
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4.2 Assessment: Complete the expandable table below.

	Intended Outcomes	How will you determine if the outcome is met?	How will you collect the data?	Can this data be disaggregated at the student level?	What will the results show?
1.	The VPAS will collaborate with the District on facility and scheduled maintenance planning to ensure adequate funding and effective utilization of resources to address College facility needs.	The VPAS will attend regular meetings with the District Director of Facilities and the Vice Chancellor of Finance & Facilities. Criteria for Success will be securing funding for Scheduled Maintenance needs and/or establishing an adequate Scheduled Maintenance plan for future funding should funds become available.	The VPAS attends and participates in regular meetings with the District Director of Facilities and the Vice Chancellor of Finance & Facilities. Increased funding levels have been secured for scheduled maintenance initiatives.	n/a	Required maintenance and construction being completed in a timely and proactive manner.
2.	1. The VPAS will collaborate with the Vice President of Instruction (VPI) to develop an allocation/planning mechanism for generating Extended Day FTES to appropriately serve the student population and/or changing program needs/demands.	The VPAS and VPI will coordinate a plan based on the College's instructional needs and aligned with the College budget.	The VPAS and VPI coordinate a plan in conjunction with PBSC based on the College's instructional needs and aligned with the College budget.	n/a	Increase in funding to student services and additional instruction should generate more FTES. This would be done as efficiently as possible.
3.					
4.					

4.3 How has assessment of outcomes led to improvements in services provided to students by this program?

Improvements included increased funding, completion of scheduled projects, increased collaboration and an approved budget aligned with instructional needs.

4.4 How has assessment of outcomes led to improvements in student learning and achievement?

By completed significant projects across campus like the new Humanities Building and the New Strabucks, it has give students ideal areas to study and collaborate with their student colleagues as well as campus staff. Assessing these outcomes helps are deptmt guide us to student needs in order to facilitate their success.

4.5 What challenges remain to make your department/office outcomes more effective?

Action needs to continue on an ongoing basis in each of the areas noted.

4.6 Describe how the department's/office's outcomes are linked to college goals.

The SAO's support College Goal #1 to promote excellence in learning by providing the fiscal and physical resources necessary to support student learning.

4.7 Describe how the department's/office's outcomes support the achievement of the institution level SLOs.

All our department outcomes are in direct support the institutions SLO's. One good example IS THE \$12 meal plan for all registered students. By removing some food insecurities our students face they are able to concentrate on their education without worrying if they are going to have a meal that day.

4.8 A. What methods are used to assess the department/office's effectiveness to the population that interacts with your department/office?

No quantitative evaluation methods are currently being used to evaluate the department's effectiveness. Qualitative methods include focused discussions with the area's managers, the President's Executive Staff, members of the Planning & Budget Steering Committee and the Facilities Advisory Group, as well as other Deans, Managers, faculty, and staff.

B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?

The results of the qualitative evaluation methods revealed that overall the department is effective but we are constantly self-evaluating in order to improve upon our processes and outcomes. This is explained in more detail in the following section.

C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.

The results of the evaluation methods revealed that there was inconsistency in guidance provided related to coding for of budget and actual transactions. Modifications have been made to improve in this area, including providing budget updates and answers to inquiries in Faculty Senate meetings, Deans' Council meetings, Managers' meetings, President's Open Forums, etc.

4.9 At least one outcome listed in 4.1 should address the following:

A. List the outcome that focuses on individual student learning or actions.

Working with the VPI and VPSS in order to establish the free meal program for all our registered students we will try to correlate food insecurities with student success in the classroom.

B. Identify methods to assess outcomes in such a way that the data can be disaggregated.

We will conduct student surveys to gauge the importance and effect on students when they do not have to worry about whether or not they will get to eat on any given day.

C. Identify a process for using outcome assessment data to improve your department's/office's services.

The data from the surveys will inform us what is working for our students and what are some of the hurdles that need to be addressed. Working together with the VPI and VPSS, we will be able to adjust in order to better serve our students needs.

D. Identify a process for assessing outcomes and collecting data that can be used to build dashboards (where applicable).

We will be using student surveys.

4.10 Outcomes Equity Analysis

A. Looking at the one outcome from 4.9, do you find significant differences by race, ethnicity, gender, and other categories? Describe here what the data shows. What strategies will you use to close the attainment gaps among groups of students? What kinds of professional learning would help?

We have not yet been able to breakdown these services by the categories listed above. We are working on the best way of capturing that data.

5.0 Evaluation of Progress Toward Previous Strategic Action Plans

5.1 List the strategic action plans from your last self-study/program review.

1. Contract shuttle services to/from off-site parking location to alleviate the ongoing issue of parking shortage on campus for the first six weeks of the Fall and Spring Semesters.
2. College's Facilities Master Plan.
3. Bus Ridership Program.
4. Expanding Food and Beverage Services with Starbucks opening by Spring 2019.

5.2 Describe the level of success and/or progress achieved in the strategic action plans listed above.

1. Contract shuttle services to/from off-site parking location to alleviate the ongoing issue of parking shortage on campus for the first six weeks of the Fall and Spring Semesters.

The College contracted with Empire Transportation Inc. to provide shuttle services from the College's newly acquired off-site parking lot to campus from August 20, 2018 – May 31, 2019 (FY 18-19 covering Fall 2018 and Spring 2019) in the amount of \$35,640. Due to its success, the College entered a change order to increase the length of operations from the first six weeks of a semester to 3 months for a total amount to \$59,400 for FY 18-19. This service proved successful for students by offering additional parking and alleviated complaints from students having difficulty finding parking.

Shuttle services were effective and operations ran smoothly, so the College renewed the contract for FY 19-20 totaling \$78,762.80. The shuttle resumed operations for the Fall 2019 semester and also began running in Spring 2020. However, due to COVID, the campus closed and classes moved to on-line causing the shuttle services to be placed on hold until further notice. As of writing this report in Fall 2022, the College is offering many classes online and so the available campus parking is ample, and the services have not been renewed to date. Plans to resume shuttle services are a priority once onsite classes return to prior levels where access to our off-site parking lot.

2. College's Facilities Master Plan.

The District updated its Facilities Master Plan and Educational Master Plan (2021-2030) in July 2020, which is available at the District's website. This is an ongoing effort.

3. Bus Ridership Program.

The bus ridership program "FC Students Ride for Free" was implemented in Fall 2019 and has been running successfully for the past three years. Fullerton College Associated Students along with Student Life and Leadership Office partnered with OCTA for the ridership program. Fullerton College students pay \$5.75 (full-time) and \$5.00 (part-time) to access unlimited rides on all OC Bus local fixed routes. The OCTA bus passes are available to all students and they can get the pass on their smartphone by downloading the OC Bus Mobile Ticketing App.

4. Expanding Food and Beverage Services with Starbucks opening by Spring 2019.

The College's contracted food service provider Sodexo expanded food and beverages services with the opening of Starbucks on September 30, 2022. This new full-service Starbucks is located on campus in the 840 Building, and customers can place orders on the Starbucks App. Upon opening, faculty, staff, students, and the community (including are neighboring Fullerton High School) frequent the store and have been pleased with the quality and service provided. An added success is that our students filled most of the positions. Sodexo Manager Eddie Correa oversees operations while there is an onsite manager on duty at all times.

5.3 How did you measure the level of success and/or progress achieved in the strategic action plans listed above?

Due to the relatively new services, surveys have not been conducted. Feedback will be gathered from student and d staff.

5.4 Provide examples of how the strategic action plans in the last cycle contributed to the continuous quality improvement of your department/office.

We set goals and achieved them and we base our success on positive feedback from student comments and manager's observations.

5.5 In cases where resources were allocated toward strategic action plans in the last cycle, how did the resources contribute to the improvement of the department/office?

Funds were provided to provide Shuttle services to all staff and students who chose to park in the remote parking lot.

5.6 If funds were not allocated in the last review cycle, how did it impact your department/office?

Funds were allocated for the Shuttle Services, which proved extremely successful to students.

6.0 Strategic Action Plans (SAP)

Using the tables below, list the strategic action plans (SAPs) for your program. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1	
Strategic Action Plan Name:	Hire Accounting Manager to monitor grants across campus
List College goal/objective the plan meets:	College Goal #4: Commit to Accountability and Continuous Quality Improvement – Fullerton College will continually improve operational efficiency and effectiveness to ensure delivery of high quality instructional and support programs. Objective #2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs.

Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The manager of accounting was established to have a single source on campus that staff can contact for guidance. The manager would also review all grants on a monthly basis to make sure everything looks correct.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Better internal controls over Grants. As well as continuously monitoring spending to make sure the campus is not over or under spending grant funds.	
What specific aspects of this SAP can be accomplished without additional financial resources?	The only additional funds needed have already been allocated for the managers salary and benefits.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	none	

STRATEGIC ACTION PLAN # 2	
Strategic Action Plan Name:	Restart the shuttle services once onsite classes increase. Shuttle services were temporarily placed on hold due to COVID, but the College will renew services once all classes return onsite. The last quoted amount in FY 19-20 was \$69.37 per hour, per vehicle for an eight (8) hour minimum per day. Monthly bills ranged from \$11,880 to \$14,107.50, depending on days of services due to holidays.
List College goal/objective the plan meets:	College Goal #4: Commit to Accountability and Continuous Quality Improvement – Fullerton College will continually improve operational efficiency and effectiveness to ensure delivery of high quality instructional and support programs. Objective #2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs.
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	When deemed necessary begin shuttle services for students and staff to offsite parking lot.
What <i>Measurable Outcome</i> is anticipated for this SAP?	The measurable outcome would be the utilization of the offsite parking lot and the shuttle service.

What specific aspects of this SAP can be accomplished without additional financial resources?	All aspects of the shuttle services will need funding.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	None until the service is renewed	

STRATEGIC ACTION PLAN # 3		
Strategic Action Plan Name:	Continuing with \$12 Meal Plan until funds are exhausted.	
List College goal/objective the plan meets:	College Goal #4: Commit to Accountability and Continuous Quality Improvement – Fullerton College will continually improve operational efficiency and effectiveness to ensure delivery of high quality instructional and support programs. Objective #2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs.	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	Due to COVID, the CARES Act provided funding for students’ basic needs. The College saw a need to provide hot meals to students. The College would like to continue with this program indefinitely or until funding is exhausted. The VP of Administrative Services is responsible for managing this project along with Eddie Correa, general manager of the College’s contracted food service provider Sodexo.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Measurable outcome will be the number of students we serve in the dining hall during our operating hours. In the future we will try to report the information by many equity minded categories.	
What specific aspects of this SAP can be accomplished without additional financial resources?	The entire meal program can not be accomplished without a significant resource allocation.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		

Supplies		
Computer Hardware		
Computer Software		
Training		
Other	\$2,800,000/year	COVID Block Grant
Total Requested Amount		

7.0 Long Term Plans

Describe the long-term plans (four-six years) for your program. Please consider future trends in your narrative. Identifying financial resources needed for these plans is optional.

7.1 Describe in detail your need for additional resources as listed above (if applicable)

Long Term Facility Plans include working the completion of the Chapman/Newell Building, New Performing Arts Building, renovation of the 300 Building, New Horticulture and STEM Center, and New Welcome Center. As we continue to monitor inflation in the construction market the campus will need to identify additional funds in order to complete these projects. The nature of these funds are one-time so every year the campus will evaluate the campuses carry over to determine the appropriate amount for allocation.

Currently the Chapman/Newell and Performing Arts projects are finalizing design. The Chapman/Newell project is a design build project awarded to BNBuilders and the performing arts (PAC) project is design, bid, build. The architect of record for the PAC is Pfeiffer Partners Architects, Inc. The renovation of the 300 Building is currently in the final stages of design. The architect of record is Westberg & White. Bidding for the contractor has not yet begun. The Horticulture and STEM project has been submitted to the State Chancellor's Office as an FPP. Approval of the FPP has not been determined to date. Only a high-level programming for the new welcome center has been performed.

The College contracted with Guidepost Solutions to create a set of Campus-wide Security Standards to be used on all future projects, including the new Instructional Building, and to update existing buildings when funding is available. This holistic approach will examine camera access, door controls, keying, access control, and fire alarms. This project is currently in progress. We have not yet determined final cost.

The office continues to work with outside agencies and vendors in ongoing efforts to improve our campus with energy saving projects.

8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

The office of the Vice President of Administrative Services directly and indirectly affects student success. It is important that all decisions are made with and equity lens as well as a student services perspective. That is the focus of our department. The following are areas that we will focus on:

- Continuing the student meal program to partially address the food insecurities our students face every day.

- Continuing the laptop, headset, and hotspot loaner program to ensure our student have the appropriate tools to succeed in their classes.
- Continuing to focus on construction, to providing new and renovated facilities for our staff and student not only focusing on energy efficiencies but also educational efficiencies our Staff and students can take advantage off.
- When needed initiate shuttle services to remote parking lot to facilitate parking issues on campus.
- We are in the process of hiring an accounting manager which a new position for the campus. This position will ensure the proper oversight of grant accounting. This position will also be the priprary contact person for the campus related to all grant activity. The manager will also serve as the campus liaison to the District grant office.

9.0 Publication Review

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process departments/offices are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college's mission, programs, and services.

Information on the college's graphic standards is available here: <http://news.fullcoll.edu/campus-communications/web-help/graphics/>.

In the far right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at lmcpheron@fullcoll.edu.

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication
PBSC	1-23-2023	Current meeting notes need to be posted, but are readily available from the VPAS office. All other information is accurate.	https://vpas.fullcoll.edu/pbsc/
VPAS Office	1-23-2023	Yes	https://vpas.fullcoll.edu/
Bookstore	Contracted Service	Unknown as the bookstore services are outsourced.	https://www.bkstr.com/fullertonstore
Food Services	Contracted Service	Unknown as the food services are outsourced.	https://fullertoncollege.sodexomyway.com/

Routing & Response Page

Originator → IMS → Program Review Chair → Appropriate President's Staff Member

Originator: *Electronically submit completed Program Review to Division Dean/IMS for review.*

Appropriate Immediate Management Supervisor (IMS): *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

RESPONSE

Dr. Cynthia Olivo

President

2/2/2023

Printed name of IMS

Title

Date



I concur with the findings contained in this Program Review.



I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):

Area of exception:



I do not concur with the findings contained in this Program Review (include a narrative explanation):

Appropriate President's Staff Member: *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

ACKNOWLEDGING RECEIPT

Cynthia Olivo



President

2/2/2023

Printed Name

Signature

Title

Date



Fullerton College Mission Statement

MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

VISION

Fullerton College will transform lives and inspire positive change in the world.

*Approved by Fullerton College
President's Advisory Council and
accepted by President Schulz
May 2017.*

VALUES

Community

We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Diversity

We embrace and value the diversity of our entire community.

Equity

We commit to equity for all we serve.

Excellence

We honor and build upon our tradition of excellence.

Growth

We expect everyone to continue growing and learning.

Inclusivity

We support the involvement of all in the decision-making process.

Innovation

We support innovation in teaching and learning.

Integrity

We act in accordance with personal integrity and high ethical standards.

Partnership

We work together with our educational and community partners.

Respect

We support an environment of mutual respect and trust that embraces the individuality of all.

Responsibility

We accept our responsibility for the betterment of the world around us.