KCCD
KERN COMMUNITY COLLEGE DISTRICT

2025-2026

Kern Community College District

District Office Administrative Unit Review

Educational Services

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Vice Chancellor Educational Services
and Student Success

Submitted by: Stacy Pfluger

Executive Summary

a) **In one paragraph or with bullet points, summarize the key points learned in this evaluation.** *[list the highlights of the document]*

The Division of Educational Services and Student Services was re-established in August 2024 following the dissolution of the Office of the Deputy Chancellor, and includes Economic and Workforce Development, Educational Services, and Student Success Programs and Innovation. Educational Services and Student Success staff are committed to providing excellent service to our customers who we identify as the district, colleges, the Chancellor, and Board of Trustees. The primary goal of the division is to ensure that the colleges have resources that are needed to improve student success, student access, student equity, and student retention/completion. This division will increase, and or improve, processes that support students and the Student-Centered Funding Formula (SCFF), including professional development that maximizes SSFF funding.

The Division of Educational Services and Student Success will continue to focus on services to increase each college's engagement in supporting all colleges through district-wide teams led by members of the colleges. Colleges with particular areas of expertise will lead efforts focused on enrollment, early college, transfer, retention and completion strategies, and other program areas. In addition, the division will serve as a hub for faculty engagement, professional development, and improved communication in instruction and student services.

During this evaluation period the division will complete the following goals:
1) Complete updates to Board Policies and Administrative Procedures
2) Assist with updating the District Strategic Plan
3) Facilitate the updating of each college's Educational Master Plan
4) Facilitate adoption and implementation of scheduling software
5) Add focus on facilitating and leading innovation for colleges

Some of the key points learned in this Administrative Unit Review are:
- Policy updates based on legal recommendations and legal requirements are underway and anticipated to complete the approval process in spring 2025.
- VP Meetings serve a critical role in providing substantive communication between the District Office (DO) and the colleges.
- Transition in leadership has represented a challenge in continuity of the unit; however, the unit continues to support the instructional and student services areas of the colleges.

Future Directions of the Unit

Educational Services continues to serve the colleges primarily through collaboration with the Vice Presidents of Instruction and Vice Presidents of Student Services, as well as oversight of certain instructional and student services on behalf of the Chancellor who is designated for these responsibilities by the Board of Trustees. The top priorities of this unit mirror those of the colleges: student access, student success, and student equity.

The Educational Services unit must and will focus on responsive, innovative, and nimble services that can support the colleges. This unit must and will continue to evolve into a much more interactive approach to assist the colleges through subject focused teams comprised and led by college personnel with expertise and interest in promoting innovation, best practices, and shared resources.

Another important direction is the incorporation of virtual/augmented reality into existing curriculum and exploring how artificial intelligence (AI) can be integrated into existing curriculum.

a) What is the purpose of the unit and what populations (internal and external) are served by the unit? [*why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit*]

The Division of Educational Services and Student Success exists to support the colleges and the Chancellor. The unit's purpose is to provide support and leadership for the instructional and instructional related programs, and student services. Educational Services is committed to serving our students, faculty, professional classified, the Chancellor, Board of Trustees, and the public. Educational Services facilitates reporting and compliance functions, communications, as well as directly assisting the vice presidents and presidents in their roles so that our colleges can provide exemplary instruction, and support services for our students. In addition, through the Office of Economic and Workforce Development, the Division strives to improve workforce training in the service area, enhance student success through hands-on and experiential learning, and increase the social and economic mobility of residents in the region.

*The Institutional Research and Workforce and Economic Development areas are included in a separate district administrative unit review under the Associate Vice Chancellor of Economic and Workforce Development.
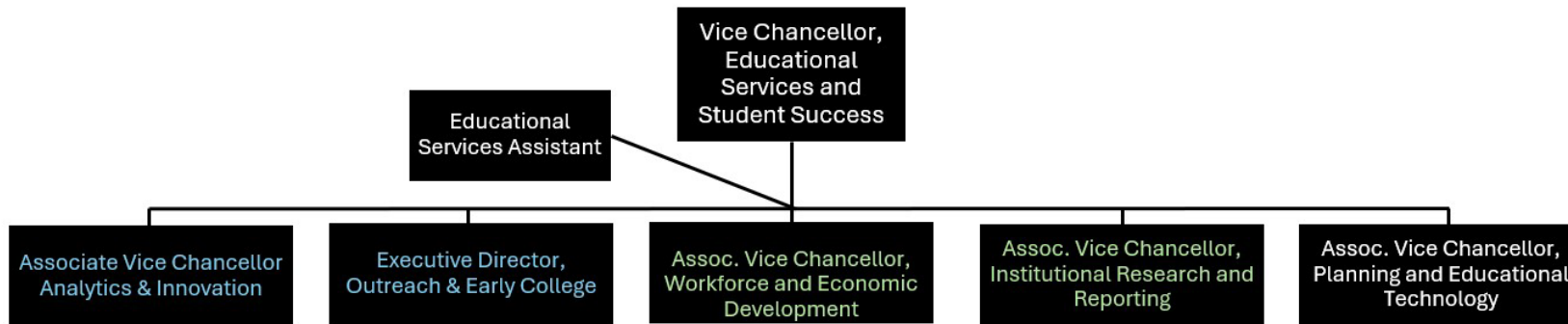
b) **Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.**

The Vice Chancellor provides overall leadership and utilizes data in planning, organizing, reviewing, coordinating, and evaluating district-wide instructional and student services programs and the development and implementation of policies and procedures of the District. The unit supports instructional and student support programs at the three colleges. In particular, the Vice Chancellor meets monthly with the Vice Presidents of Instruction and Student Services to plan for programs and services, identify challenges and opportunities, review information from the California Community Colleges Chancellor's Office, and plan for future needs. The Vice Chancellor connects with IT, Business Services, and other key personnel or department to ensure that needs of the three colleges are addressed.

c) **How is the unit structured within the district?** Modify the org chart template below to illustrate the unit's organization.

KCCD Educational Services and Student Success Organizational Chart

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                                    ┌──────────────────┐
                                    │ Vice Chancellor, │
                                    │   Educational    │
                 ┌──────────────┐   │   Services and   │
                 │ Educational  │   │ Student Success  │
                 │ Services     │   └──────────────────┘
                 │ Assistant    │
                 └──────────────┘
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| Associate Vice Chancellor Analytics & Innovation | Executive Director, Outreach & Early College | Assoc. Vice Chancellor, Workforce and Economic Development | Assoc. Vice Chancellor, Institutional Research and Reporting | Assoc. Vice Chancellor, Planning and Educational Technology |

* Blue text indicates on IJE with CCCCO   * Green text indicates an area that will submit a separate AUR

d) **For the positions included in the unit's organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.**

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
Vice Chancellor	Supports the Chancellor. Coordinates and Communicates Districtwide, Program and Course Approvals, Student Success Initiatives, Enrollment Management, Strategic Planning, Board Review and Update, Academic Calendar, Faculty Evaluations.		
Educational Services Assistant	Supports the Vice Chancellor	Monitor, control and process expenditures and budget accounts. Organize and maintain filing. Coordinate and participate in a variety of meetings.	
Associate Vice Chancellor, Planning and Educational Technology	Provides overall leadership in the development of district-led professional development, the district strategic plan, the accreditation process, and selection and implementation of educational technology.		
Associate Vice Chancellor, Economic and Workforce Development	Provides overall leadership in the planning, organization, administration, evaluation, policy development, and implementation for all CTE and Economic and Workforce Development programs and initiatives throughout the District.	Manage, coordinate, and provide leadership for the District economic and workforce development programs and initiatives to assure the viability and legality of the programs, improve processes, maintain established academic and legislative standards, maximize the Career and Technical Education Opportunities for students and	Vacant

		facilitate economic development in the many communities served by the Kern Community College District. Serve as a liaison between the District and agencies administering Districtwide economic development and Career and Technical Education areas.	
Associate Vice Chancellor, Institutional Research and Reporting	Provides overall leadership in the application of data, analytics, and reporting, with an emphasis on equity, student outcomes, accuracy, and timeliness.		
Executive Director, Outreach and Early College	Provide overall leadership in the planning, organization, administration, and implementation of outreach and early college efforts.		On IJE with CCCCO
Associate Vice Chancellor, Analytics and Innovation	Provides overall leadership in the application of data, analytics, and modeling to the development of programs and initiatives that increase student engagement, access, and success as well as provide access to the benefits of education including employment in good jobs.		On IJE with CCCCO
Executive Director, Economic and Workforce Development	Serve as Regional Chair for the Central Valley Mother Load Regional Consortium.		

Program Director, Adult Education	Serves as the coordinator for the Kern CCD Adult Education Consortium.	Oversee CAEP, ELL Healthcare Pathways, and other grants that support the work of the consortium.	Vacant
Executive Director, Economic Dev., Corporate Training & the 21st Century Energy Center	Lead the district's efforts in not-for-credit education, including corporate education and the 21st Century Energy Center.		
Administrative Assistant	Supports the Associate Vice Chancellor of Workforce & Economic Development	Monitor and process expenditures and budget accounts. Coordinate and take minutes for a variety of meetings.	

Section Two: Administrative Unit Outcomes (AUOs)

a) List all the AUOs for the unit. AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
1. Communication occurs through monthly meetings with College Vice Presidents. Exchange will occur on district-wide issues for discussion, problem solving, and planning.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Survey of effectiveness submitted to Vice Presidents and results assessed.	90% of respondents will be satisfied with the providing of information.
2. Instructional programs are reviewed and recommended for approval to the Chancellor and Board of Trustees.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Information will be reviewed no later than 60 days and provide recommendations to the Chancellor for the Board of Trustees approval.	Colleges provide students the most appropriate and timely instruction to ensure student success.
3. Policies are revised and input obtained through constituent groups to conform with new and revised Title 5 regulations from the CA Board of Governors that are incorporated into the KCCD Policies annually.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	KCCD policies will be reviewed upon published state regulations to assess needed changes.	100% KCCD policies are in compliance with Title 5 rules, formatted into KCCD format and adopted by the Board of Trustees.
4. State required reporting for various instructional and student services through District are submitted timely and accurately.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Complete an assessment of colleges and district in compliance with state agency's reporting requirement, and that the District office and College staff understand the reporting process.	Colleges and Districts stay in compliance with state reporting requirements. District Staff and College Staff are aware of their role in the collection of information for accurate reporting for the state compliance process.
5. District common student services and policies and practices are aligned across the Districts' colleges.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Survey provided to Vice Presidents, Admissions & Records and Financial Aid Directors, and results assessed for improvements in service.	Common student services and procedures are published

6. Student fee structures at all three colleges are aligned and reviewed annually.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	All Student fees are reviewed. All student fee approvals are submitted to Board annually.	Increased student, faculty, and community clarity of fees and calendars resulting in increased participation and success.
7. Increased information to three colleges regarding state legislation that affects community colleges and increased advocacy back to our state legislators and decision- making entities is provided.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Survey of effectiveness provided to colleges and results assessed for effectiveness and needed changes in service.	District Staff and College Staff have the knowledge of state legislation and understanding of potential impacts.
8. District-level barriers identified by the vice presidents or others are tasked for assistance and resolution by this unit.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	Survey provided to Vice Presidents, Admissions & Records, and Financial Aid Directors, and results assessed for improvements	90% of respondents will be satisfied with the level of service.
9. Accessibility standards are implemented into district and college programs, services, and operations.	Goal #5: Strengthen Organizational Effectiveness	2025-2026	The colleges and District will participate in the ACMM evaluation in May-June 2025.	Results of the 2025 ACMM will show improvement compared to the 2024 baseline ACMM report.

b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.

AUOs #1 - #3 are ongoing

AUO #1 an evaluation survey is near completion

AUO #3 will be completed by July 1

AUO #4 is ongoing

AUOs #5 and #6 are ongoing, and outcomes met effectively

AUR #7-9 are ongoing, and outcomes met effectively

Section Three: Key Performance Indicators (KPI s)

a) **List the KPI's for the unit along with the relevant outcomes for the last 3-5 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.**

Key Performance Indicators (KPIs)	2020-21	2022-23	2023-24
1. Number of board policies and procedures created and/or updated Chapter 4 & 5 board	In Process*	57	69
2. Number of faculty evaluations reviewed	195	78	431
3. Number of Confidential /Management Employee Evaluations	14	4	1
4. Number of special compensation agreements approved	230	431	344
5. Number of New Courses reviewed and approved	100	105	147
6. Number of Course Revisions or Modifications reviewed and approved	172	298	297
7. Number of Course Deletions, Discontinuations or Deactivations reviewed and approved	148	47	90
8. Number of Program Revisions or Modifications reviewed and approved	21	26	28
9. Number of New Programs evaluated and approved	34	17	39
10. Number of Programs, Deletions, Discontinuations or Deactivations evaluated and approved	0	6	14
11. Number of meetings with vice presidents	7	7	7
12. Number of meetings with software district/college teams (BSC, A&R, Financial Aid)	10	5	

b) **What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?**

The position of Vice Chancellor of Educational Services has gone through multiple transitions over the last two years. The position was recently renamed Vice Chancellor of Educational Services and Student Success. The current Vice Chancellor assumed the position in August 2024. Since that time, the Workforce and Economic Development department has been added to the Vice Chancellor's areas of responsibility. Further, the position of Vice Chancellor for Economic and Workforce Development will be eliminated from the staffing plan in 2025-26.

a) **List the unit's current goals**. For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Provide leadership that ensures student services policies and practices across the colleges are focused on student success in completion, transfer, job readiness annually.	Goal #5: Strengthen Organizational Effectiveness	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒ Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
2. Assist progress on Vision for Success goals through facilitating collaboration and coordination among the colleges, identifying and providing central professional development opportunities.	Goal #5: Strengthen Organizational Effectiveness	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒ Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
3. Assist progress on Guided Pathways goals through facilitating collaboration and coordination among the colleges, identifying and	Goal #5: Strengthen Organizational Effectiveness	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒ Ongoing:	Ongoing unit goal.	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees

providing central professional development opportunities.					
4. Assist colleges and District Office with progress on achieving Equity goals through facilitating collaboration and coordination among the colleges and District Office, identifying and providing professional development opportunities.	Goal #5: Strengthen Organizational Effectiveness	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
5. Increase level of collaboration with area Adult Schools.	Goal #1: Maximize Student Success	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	
6. Pursue professional development opportunities for College faculty and administration on best practices focuses on current issues of student success.	Goal #1: Maximize Student Success	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒Ongoing:	.	Bakersfield College Cerro Coso Community College Porterville College	
7. District Leadership Academy will be offered each year with active participation from all employee groups.	Goal #5: Strengthen Organizational Effectiveness	☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☒Ongoing:	Ongoing unit goal that the department effectively delivers the annual outcomes	Bakersfield College Cerro Coso Community College Porterville College	

Section Five: New or Revised Goals

a)   List new or revised goals, if applicable. (Add additional rows as necessary.)

Replacement Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Complete update Board Policies and Procedures.	Goal #5: Strengthen Organizational Effectiveness	Legal review and subsequent district approvals will be completed by June 30, 2024		Chancellor
2. Expand this units Early College support for the colleges focused on Transfer programs and services.	Goal #5			
3. Continue to develop district-wide teams that focus on issues and resources needed by the colleges. Incorporate continuous reassessment of effectiveness.	Goal #5			
4. Facilitate implementation of Accessibility report recommendations.	Goals: #1-#5	Ongoing		
5. Facilitate seamless campus-wide student services and supports through systems integration, system efficiencies and professional development.	Goal #5: Strengthen Organizational Effectiveness			

Section Six: Current Unit Resources

> a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level		
Staffing (list current staffing levels)	▪ 1.0 FTE Vice Chancellor ▪ 1.0 FTE Educational Services Assistant ▪ 1.0 FTE Associate Vice Chancellor, Planning Educational Technology		
Technology / Equipment	• laptops, office computers	•	•
Space / Facilities	•		
Budget (Unrestricted) Total	$	**Notes** (if any)	
1000 (Academic Salaries)	$ 422,937.60		
2000 (Classified Salaries)	$ 78,021.67		
3000 (Employee Benefits)	$ 262,568.30 (Based on Benefits FY 2025 – effective September 1 template)		
4000 (Supplies & Materials)	$12,000.00 Library/Magazines – Non-Instructional Supplies/Supplies (Leadership Academy budget included)		
5000 (Operating Expenses and Services)	$ 58,500.00 Consulting, Travel, Dues & Memberships, Food, Software/Maintenance (Leadership Academy budget included)		
6000 (Capital Outlay)	$ 3,000.00		
7000 (Other Outgo)	$ 0.00		
Budget (Restricted) Total	$ 0.00		
Budget (Contract/Community Ed) Total	$ 0.00		

Section Seven: Resource Request Analysis

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (*Include Cost*)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. *(Leave blank if no college requests the new resource.)*	Rank
Positions: *Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.*	☐ 1. Classified Staff ☐ 2. Administrator			
Professional Development: *Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle*	☐ 1. Provide Professional Development ☐ 2. Attend Professional Development			
Facilities: *If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.*	☐ 1. Space Allocation ☐ 2. Renovation ☐ 3. Furniture ☐ 4. Other ☐ 5. Beyond Routine Maintenance			
Technology: *If your unit receives technology (audio/visual – projectors, TV's, document cameras) and computers, explain how this request or requests will impact your unit's service to the colleges*	☐ 1. Replacement Technology ☐ 2. New Technology ☐ 3. Software ☐ 4. Other: _____			
Other Equipment: *If your unit receives equipment that is not considered audio/visual or computer equipment technology, , explain how this request or requests will impact your unit's service to the colleges.*	☐ 1. Replacement ☐ 2. New ☐ 3. Other: _____			
Total cost of resource needs over and above current budget allocation:			$0	

Section Eight: Conclusions

Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

Educational Services is still in a transitional phase. The VC is working to increase interaction with and support for the colleges. The primary focus is to ensure the colleges have the tools necessary to ensure quality in both instruction and student services programs, as well as a deep level of commitment for equity, access, and student success. This focus will be measured through the SCFF as we move forward in an ever-changing world.

A major focus needs to be more inclusive of instruction and counseling faculty to facilitate the cross-district communication and sharing of ideas and resources. This connection of Educational Services will Include the establishment of a district-wide faculty group to provide insight and guidance into the types of professional development activities that should be supported across the district