



Institutional Unit Annual Review (AUR)

Integrated Planning Template - Fall 2025

Note: This process is completed annually by KCCD Office Units. A full review (all sections) is submitted in odd years (e.g., 2025), and an abbreviated update (Sections I, II, III, and VI only) is submitted in even years (e.g., 2026).

Unit/Department Name:

Educational Services and Student Success

Review Period:

2026-28

Prepared By:

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Date Submitted:

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I. Executive Summary & Mission Alignment

Executive Summary:

The Division of Educational Services and Student Success provides districtwide leadership for instructional programs, student services, and economic and workforce development, ensuring that policies, practices, and resources across KCCD's three colleges are aligned with student completion, transfer, and job readiness. Despite significant staffing transitions in recent years, the division has focused on restoring stability and continuity while continuing to support the Chancellor, college presidents, and vice presidents through regular coordination, data-informed planning, and policy development.

Over the past year, Educational Services advanced several key initiatives that strengthen institutional effectiveness and student success. The division made substantial progress in updating Board Policies and Administrative Procedures to align with CCLC guidance and regulatory requirements, actively supported the completion of the District Strategic Plan in

Spring 2025, and facilitated the evaluation and selection of new scheduling software (Coursedog) for improved instructional planning. Through ongoing collaboration with vice presidents and cross-functional workgroups, the division has also elevated its role in fostering innovation, sharing effective practices, and supporting enrollment management and student services coordination across the colleges.

Looking ahead to 2026–28, the division will focus on building a more efficient, technology-enabled, and student-centered operational environment. Priority areas include documenting and standardizing key workflows; implementing a policy management system; strengthening districtwide collaboration around mental health, advising, and student support ecosystems; and leveraging AI and other technologies to improve both student-facing services and employee workflows. Educational Services will expand professional development and capacity building—particularly in accessibility, Banner, AI, and instructional and student services practices—while partnering with Institutional Research to establish baseline scorecard metrics and administer satisfaction surveys that assess service area outcomes. These efforts will support integrated planning, continuous improvement, and alignment with Vision for Success, Visions 2030, and KCCCD strategic goals, ensuring that districtwide services effectively advance equity, student achievement, and workforce readiness.

Unit Mission Statement:

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.

Scope of Services and Key Functions:

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.

Primary Service Recipients/Customers:

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.

How the Unit Supports Student Success and Equity:

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 departments to ensure that needs of the three colleges are addressed.

II. Staffing Profile & Changes

Current Organizational Chart or Staffing List:

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Review of Organizational Structure:

1. 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.

1.a Educational Services Assistant - Supports the Vice Chancellor by monitoring, controlling, and processing expenditures and budget accounts; organizing and maintaining filing; and coordinating and participating in a variety of meetings. NOTE: vacant.

2. Associate Vice Chancellor, Analytics and Innovation - Provide 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. NOTE: On loan to the CCCCO.

3. 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. NOTE: Interim assignment in recruitment.

3.a Administrative Assistant - Supports the Associate Vice Chancellor of Workforce & Economic Development by monitoring and processing expenditures and budget accounts and coordinating and taking minutes for a variety of meetings.

4. 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. NOTE: this position completes a separate AUR

5. 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. NOTE: currently spending significant time on Center for Wellness and Success and all employee professional development.

6. Executive Director/Regional Chair - Serve as Regional Chair for the Central Valley Mother Load Regional Consortium.

7. Executive Director, Outreach and Early College - Provide overall leadership in the planning, organization, administration, and implementation of outreach and early college efforts. NOTE: Rehired as Executive Director for Discovery Academy, reporting to the Chancellor

8. Executive Director, Economic and Workforce Dev. Programs- Oversees and coordinates Workforce and Talent Development, which includes the 21st Century Energy Center, the California Compliance School, Customized and Corporate Training, and the Industrial Training

and Assessment Center

8. Program Director, Adult Education - Serves as the coordinator for the Kern CCD Adult Education Consortium, overseeing CAEP, ELL Healthcare Pathways, and other grants that support the work of the consortium.

Notable Staffing Changes:

The Educational Services Division has been through a variety of personnel changes over the last several years, which has caused some challenges with stability in the unit. All associated units required focus and effort to stabilize. The last hiring for a permanent Vice Chancellor of Educational Services was in 2024, but this position was again in interim status, which its current status, by June 2025.

Priorities within the last year included hiring leadership positions:

1. Director of Adult Education- Consortium- Permanent hire in 2025, now in the process of hiring an interim Director due to a transition of the existing director into the interim AVC of Accounting
2. Director of Central Valley Motherload Region-Consortium- this position was permanently filled in 2025.
3. Associate Vice Chancellor of Economic and Workforce Development- The AVP of Economic and Workforce Development was hired on an interim basis in January 2025 and filled permanently in June 2025. The position is currently vacant due to the transition of the AVC to an interim but went out for recruitment (interim) in December 2025.

The following positions from last year's AUR are gone, in doubt, or potentially transitioning:

1. Vice Chancellor of Analytics and Innovation - still on loan to the Chancellor's Office
 2. Executive Director, Outreach and Early College - incumbent left the position. It has not been rehired.
 3. Associate Vice Chancellor, Planning and Educational Technology - splitting time on projects directed by the chancellor, including the Center for Wellness and Success and districtwide professional development for all staff. As these projects become fully implemented, it is likely the position will be required full time--already it is supported by a newly hired program manager.
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III. Look Back: Assessment and Gap Analysis

Narrative Summary of Major Projects/Initiatives:

Much of the last year has been spent on developing stability, consistency and continuity in support and development in coordination of student services and instruction across the district.

Goal 1: Complete updates to Board Policies and Administrative Procedures Substantial progress was made in reviewing and revising Board Policies (BPs) and Administrative Procedures (APs) to align with CCLC legal requirements and recommendations. Policy updates moved through the shared governance and approval process, largely catching up with CCLC updates. Progress has been made, but this remains an area where improvement is needed for efficiency and effectiveness.

Goal 2: Assist with updating the District Strategic Plan The division actively supported the District-wide effort to update the Strategic Plan by providing data, facilitating discussions, and coordinating input from multiple stakeholder groups. The strategic plan was completed in Spring 2025 and is currently guiding both district and college strategic goals.

Goal 3: Facilitate the updating of each college’s Educational Master Plan Based on the alignment between the college and district planning cycles, the colleges aren’t scheduled to develop updated EMPs until 2028. The Educational Services unit will support the colleges in this when the update is required.

Goal 4: Facilitate adoption and implementation of scheduling software The division has supported the evaluation and procurement of Coursedog for PC and BC to replace eLumen. Collaboration with IT and college stakeholders contributed to the selection of a product to best meet scheduling needs.

Goal 5: Add focus on facilitating and leading innovation for colleges Recognizing the importance of innovation, the division has begun to emphasize its role in identifying and promoting innovative practices across the colleges. Through VP meetings and cross-functional discussions, the division has facilitated the sharing of effective practices and encouraged collaborative approaches to student success and institutional improvement.

Service Area Outcomes (SAOs) & KPIs

Outcome or Indicator	SAO/KPI Description	Assessment Method(s)	Target	Prior Year Result
SAO	Provide leadership that ensures instruction and student services policies and practices across the colleges are focused on student success in completion, transfer, job readiness.	Survey of effectiveness and satisfaction by college constituents	90%	N/A
SAO	Assist progress on Vision for Success goals through facilitating collaboration and coordination among the colleges	Survey of effectiveness and satisfaction by college constituents	90%	N/A
SAO	Ongoing review and revision of board policies and administrative procedures affecting instruction and student services	Percentage of scheduled BP/AP reviews completed, and new BP/AP's required by regulation created	100%	[Some result?]

Outcome or Indicator	SAO/KPI Description	Assessment Method(s)	Target	Prior Year Result
KPI	Make incremental progress on scorecard data.	Annual review and evaluation of scorecard metrics.	Baseline needs to be established for 25-26 data. Targets will be established from there.	N/A
KPI	Improved clarity, effectiveness and efficiency of district operations and procedures.	-Number of workflows evaluated and documented. -Survey of effectiveness and satisfaction by college constituents	5 substantial workflows 90% satisfaction and agreement	N/A

Gap Analysis Narrative:

It is the intention of the Ed Services division in 2025-26 to work with IR to design and administer the surveys mentioned above so that results will be available for next year's AUR for Ed Services and other district units.

As for the SAO to keep up with the review of BP's and AP's, a policy management tool will be identified, an advisory committee will be established and a calendar of chapter reviews established.

IV. Look Forward: Two-Year Strategic Plan

Goal 1

Goal Title:

Advance Process Efficiency and Documentation

Strategies & Action Items:

1. Document and standardize key Educational Services workflows in instruction and student services.
2. Implement tools and templates for districtwide process documentation and consistency.
3. Facilitate with campus constituents to assess and redesign workflows for improved efficiency and transparency.

4. Work with IT on gaining momentum in Banner 9 and Saas implementation.

Timeline:

Ongoing

KCCD Strategic Goal Alignment:

Student Culture, Student Technology, Employee Culture, Employee Technology

Goal 2

Goal Title:

Facilitate District Collaboration on Improved Student Mental Health and Student Advising Services

Strategies & Action Items:

Working with existing Academic Progress Workgroup, coordinate a district-wide assessment of student access to mental health services and assessment of advising services. Convene staff involved in mental health support and student services representatives from all three colleges to determine best practices and explore coordination of services. Identify and pursue funding opportunities at the college or district level to support implementation and expansion of mental health supports.

Timeline:

Spring 2025-Fall 2026

KCCD Strategic Goal Alignment:

Student Culture

Goal 3

Goal Title:

Facilitate District Collaboration on Improved Student Technology Ecosystems

Strategies & Action Items:

In coordination with Districtwide AI Task Force, Coordinate a district-wide assessment of current processes, best practices, and technology, to enhance advising, counseling, and career guidance—including AI-powered tools. Develop an implementation plan for the top tools and strategies identified in the assessment, including processes to ensure appropriate human oversight of

AI-assisted student services. Support the development of a framework for incorporating enhanced technology into the classroom experience, including training resources, funding sources, and designated campus spaces if needed.

Timeline:

Spring 2025-Spring 2026

KCCD Strategic Goal Alignment:

Student Technology

Goal 4

Goal Title:

Facilitate District Collaboration on Improved Employee Technology Ecosystems in areas of responsibility

Strategies & Action Items:

In coordination with Districtwide AI Task Force, conduct research of administrative workflows to identify areas for AI automation and process improvement in instruction and student services, such as program pathway visualizations, transcript evaluations, and degree petitions. Support the research and evaluation of AI tools for faculty work, including grading activities and tools for early intervention.

Timeline:

Spring 2025-Spring 2026

KCCD Strategic Goal Alignment:

Employee Technology

Goal 5

Goal Title:

Strengthen Districtwide Academic and Student Services Alignment

Strategies & Action Items:

1. Improve consistency and collaboration among colleges in student services processes, instructional programs and strategies and outcomes assessment.
 2. Support alignment of educational programs with workforce needs and transfer pathways.
 3. Support implementation of legislative and policy requirements
 3. Work with and support colleges in making progress on scorecard metrics.
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Timeline:

Ongoing with initial assessment of progress in summer 2026

KCCD Strategic Goal Alignment:

Student Culture, Employee Culture

Goal 6**Goal Title:**

Expand Professional Development and Capacity Building

Strategies & Action Items:

1. Deliver targeted professional development and training for faculty, classified professionals, and administrators on district priorities
 2. Support professional development and training related to accessibility across the district.
 3. Develop and distribute high-quality training materials for districtwide initiatives and compliance requirements.
 4. Collaborate with IT in strengthening and systematizing Banner training for both onboarding and continued skill development.
 5. Help to develop training and content appropriate to Ed Services in the onboarding process.
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Timeline:

Spring 2025-Spring 2027

KCCCD Strategic Goal Alignment:

Student Culture, Student Technology, Employee Culture, Employee Technology

Goal 7

Goal Title:

Leverage Technology for Operational Effectiveness

Strategies & Action Items:

1. Implement and optimize systems that support districtwide coordination, such as Smartsheet, policy management tools, and shared workflow systems.
 2. Explore the use of AI and automation to enhance process efficiency, data accuracy, and reporting.
 3. Collaborate with IT on developing policy and process around software and technology requests and for consistent technology adoption across colleges whenever possible.
 4. Co-chair with CIO districtwide AI Task Force
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Timeline:

Spring 2025-Spring 2027

KCCCD Strategic Goal Alignment:

Student Technology, Employee Technology

Goal 8

Goal Title:

Promote Institutional Effectiveness and Continuous Improvement

Strategies & Action Items:

1. Support efforts to strengthen data-informed decision-making and reporting related to student achievement outcomes and scorecard metrics.

2. Support districtwide efforts to integrate planning, outcomes assessment, and resource allocation. Continue work with IR to refine and improve district AUR process.
3. Work with IR to develop and administer survey of campuses and district for satisfaction with district services to assess service area outcomes.
4. Facilitate cross-unit collaboration to improve institutional compliance, communication, and accountability.
5. Facilitate the timely review and approval of Board Policies and Administrative Procedures related to academic and student services functions.
6. • Work with colleges and district on proactively engaging with Aspen College Excellence framework
7. Support expansion of the development of non-credit instructional opportunities to be offered at the colleges.

Timeline:

Spring 2025-Spring 2027

KCCD Strategic Goal Alignment:

Student Culture, Employee Culture

V. Resource Requests & Prioritization

Staffing Requests:

1. Administrative support- Currently, the Educational Services Specialist is filled on an interim basis and is supporting both Ed Services and Economic and Workforce Development. Administrative support needs to be returned for both units, which position will depend on what position settled into permanent status.
2. Instructional Design and Training Specialist- Educational Services and other District Office units increasingly require consistent, high-quality training and communication materials to support districtwide technology implementations, process improvements, and workflow development. Currently, the absence of a dedicated instructional design function often results in inconsistent training resources, delayed rollouts, and uneven adoption of new systems or procedures across colleges and departments.

Establishing an Instructional Design position or function within the District Office would provide coordinated support for Educational Services, Human Resources, Business Services, and Professional Development. This role would design and produce clear, accessible training materials and documentation to accompany new processes, technologies, and compliance initiatives.

A centralized instructional design resource would:

- Improve the timeliness and effectiveness of districtwide implementations.
 - Ensure consistency and clarity in training and communication across departments.
 - Reduce redundancy and workload for subject matter experts and operational staff.
 - Support change management and professional learning aligned with KCCCD's strategic goals.
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Professional Development Requests:

1. We need to re-establish training protocols for Banner, both in the onboarding process and to keep employees current with processes.
 2. There will be PD requests that come out of the AI Task Force.
 3. The conclusion to the needed workflow and process mapping will result in each instance in a need for training.
 4. An annual calendar of professional development, culture and awareness activities for Accessibility is currently being developed in the Districtwide Accessibility Committee.
 5. The two day VP retreat will be held in Summer 2026 and Summer 2027.
 6. Ed Services will host professional development specific to student services and instruction as needs and gaps are identified.
 7. Once established, the cross-constituent districtwide Policy and Procedure Advisory Committee will attend as a team the CCLC Policy Institute.
 8. Ed Services will hold an all-employee planning and professional development retreat annually.
 9. Once launched and results assessed, the satisfaction with support and services survey will result in training and professional development for any gaps identified.
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Facilities, Equipment & Space Requests:

At this time, there are no facilities, equipment, or space requests.

Technology Requests:

Board Policy and Procedure Management System- The current process for managing Board Policies (BPs) and Administrative Procedures (APs) is largely manual, creating inefficiencies in version control, tracking, review workflows, and public transparency. Implementing a Board Policy and Procedure Management System would streamline policy development, approval, and publication across all colleges and district units.

This system would provide centralized access, automated version tracking, workflow routing for approvals, and a searchable public portal—reducing administrative burden, minimizing errors, and ensuring consistent compliance with regulatory and accreditation requirements. The investment would improve efficiency, accountability, and accessibility districtwide while

supporting timely policy updates and governance transparency.

Justification for Consulting Services – Business Process Documentation, Workflow Development, and AI Integration

The Kern Community College District manages a wide range of interconnected business and administrative processes across Educational Services, Human Resources, Business Services, and other district functions. Many of these processes have evolved independently over time, resulting in inconsistent documentation, inefficiencies, and limited visibility into cross-departmental workflows.

To improve operational effectiveness, the District requires consulting services to assist in:

- Documenting and mapping existing business processes,
- Designing optimized workflows that align with districtwide priorities and compliance standards, and
- Identifying opportunities to apply artificial intelligence (AI) to streamline repetitive tasks, enhance decision support, and improve the accuracy and timeliness of administrative operations.

External expertise is essential to provide an objective, comprehensive assessment of current practices, apply proven process improvement methodologies, and evaluate emerging AI solutions that can be safely and effectively integrated into KCCD's operational environment.

This consulting engagement will result in clearer documentation, standardized procedures, and actionable recommendations for AI-enhanced efficiencies—supporting the District's commitment to innovation, accountability, and continuous improvement.

Justification for Consulting Services – Business Process Documentation, Workflow Development, and AI Integration

Currently, most districtwide business processes and workflows are not formally documented, resulting in inconsistencies, inefficiencies, and challenges in training, accountability, and system integration. To address this, the District requires some consulting services to support the comprehensive documentation and analysis of existing processes,

the development of standardized workflows, and the identification of opportunities where artificial intelligence (AI) can improve efficiency and accuracy.

External consultants will bring specialized expertise in process mapping, workflow design, and AI application to help the District establish clear, sustainable operational models. The outcome will be a foundation of well-documented, optimized processes that enhance cross-departmental coordination, streamline operations, and position KCCD to leverage AI tools effectively in support of its strategic and operational goals.

Justification for Smartsheet Coaching, Design Support, and Additional User Accounts

Smartsheet has become an essential tool for project management, process tracking, and collaboration across multiple KCCD divisions. However, current use is limited by a lack of formal design support, user training, and sufficient account access, which restricts the platform's potential to improve efficiency and coordination across districtwide initiatives.

Investing in coaching and design support will ensure that workflows, dashboards, and reports are built to align with district standards and optimize functionality. Additional user accounts are needed to expand access for staff involved in process management, data reporting, and cross-departmental projects.

These enhancements will increase adoption consistency, reduce duplicative tracking systems, and improve visibility into project status and outcomes—supporting greater operational alignment and effectiveness across the District.

VI. Follow-Up on Prior Requests

Resource Request Follow-Up:

No staffing, facilities, equipment, space, or technology needs were identified in last year's plan.

What was identified was professional development to host faculty and associated staff members to focus on issues relating to instruction, student success, or other topics identified by a cross-district team. A request of \$15,000 was made for this purpose. Due to a variety of transitions in positions and leadership this work was transitioned to the Center for Wellness and Success. These funds that were in the Ed Services budget were instead used to purchase ID.SCAN equipment and software to assist in the fraud detection and response process.

VII. College Feedback

Incorporation of College Input:

Typos fixed 😊

Section II Staffing Changes - The Executive Director Outreach and Early College, has indeed been eliminated from Ed Services.

Section IV [header] - This process is to be completed annually by KCCD Office Units. A full review (all sections) is submitted in odd years (e.g., 2025), and an abbreviated update (Sections I, II, III, and VI only) is submitted in even years (e.g., 2026).

Section V Staffing - Agreed! Process Design and Training Specialist is a more accurate title not to be confused with Instructional Design

Specialists on the college campuses, which should address PC's question about needing to get the academic senates involved.

Section V Technology - Good point. We are in the process of moving forward on implementation of the document management modules for BPs and APs in Diligent. Another good point if the Process Design and Training Specialist could serve as a liaison or at least a layer of operational support for the various consulting services to improve DO processes.

Department Response to Feedback:

All feedback has been responded to and incorporated into AUR.
