

## UNIT STRATEGIC PLAN

2015-2017

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College's Long Range Goals and the College's five year strategic plan. The Strategic Plan should incorporate and reflect the operation of the unit at all campuses and instructional sites. Each unit's budget needs to reflect the fiscal implications associated with the unit's identified goals and objectives.

**Name of Program:** Campus Services

**Mission Statement:**

The primary purpose of Campus Services is to provide logistical and procedural support to all divisions of the college. This includes helping both instructional and service units maintain compliance with applicable laws, rules, regulations and contracts. Campus Services also provides support to the college through the management of mail, print/copy services and the college's switchboard.

**Summary of Access, Productivity and Effectiveness:**

Since the 1960's, there have been an ever-increasing array of laws applicable to most entities, including community colleges. Beyond that, the regulations applicable to public institutions have dramatically expanded, both from the federal and state levels. These protections and strictures cover areas such as discrimination, privacy, access, ethics and fiscal accountability. As a result, navigating the myriad legal prescriptions to ensure proper compliance is a challenging and complex task.

In addition to the increase in applicable laws and regulations, the task of legal compliance has been impacted by the increase in the college's student population and geographic expansion. Because the college's administration is not duplicated at each location, effectively communicating and ensuring compliance with the legal requirements at the middle management level is difficult. Nevertheless, technological advancements have enabled means of communication, including on line training and policy distribution.

Over the past year, the college has dealt with a claim of discrimination that was pursued through policy channels not previously used. While the college successfully followed and applied its policy, this circumstance does highlight the need for practical review of such procedures. In addition, the college successfully defended a claim stemming from conduct of an outside contractor. This circumstance also reinforced the need for review to ensure appropriate insurance requirements are in place.

## **Internal Conditions**

### **Budget**

Institutional funds are provided to support the functions of the Campus Services office. Funds are used primarily for salary and benefits. Other expenditures include equipment and supplies.

### **Personnel**

Personnel for Campus Services include the Dean and Administrative Assistant. Practically speaking, however, the office works with and is assisted by many different departments depending on the issue at hand.

### **Facilities and Equipment**

Campus Services has sufficient office and meeting space to conduct business, meetings, investigations and hearings as required. It has fully functional office equipment supporting the latest office software, including computers, scanner, fax machine and IP telephones.

## **External Conditions**

A current limiting factor in the ability of Campus Services to advise certain departments was the outdated policies of the Alabama State Board of Education, which no longer comported with current state law. The new Board of Trustees, established in May 2015, has not adopted any policies to date. This provides an additional limited factor from a compliance standpoint.

## **2013-2014 Accomplishments**

- Successfully defended the college on all legal issues.
- Developed a facility master plan providing for short-term and long-term major facility renovations and new construction.

## **2014-2015 Accomplishments**

- Developed a facility master plan providing for short-term and long-term major facility renovations and new construction.
- Successfully defended the college on all legal issues.
- Updated insurance and indemnification requirements for contractors bidding on services contracts.
- Implemented recommendations on OCR audit to finalize compliance.

## **What can be done to improve the operation of the unit?**

Campus Services must continue to remain proactive, both in keeping abreast of legal developments and in assessing the college's compliance. Retirements and other attrition impact the level of corporate knowledge and, therefore, we must not become complacent with training and communication.

This unit must stay well-informed of the latest legal developments by monitoring caselaw and opinions as well as through meeting requirements for continuing legal education. This requirement can be met through some distance learning opportunities and attendance at seminars.

Because the college has become geographically dispersed, effectively keeping staff informed of legally compliant practices will require the addition of online training courses. Two key areas of training relate to the Americans With Disabilities Act and the Family Educational Rights and Privacy Act. While this unit developed a training program on the ADA, it should also develop a training program on FERPA that is available to all employees.

Although training will help reduce potential liability of the college, it must still take measures to protect itself from unavoidable risks. One such measure is the procurement of liability insurance. This unit must continually monitor insurance coverage to ensure that the college maintains appropriate types and levels.

### **What are the desired Service Unit Outcomes for the unit?**

- College policies, practices, and procedures will be reviewed periodically and revised as needed to protect the college from liability.
- A facilities master plan will be developed, reviewed and revised as needed to assist in planning priorities for new buildings and major renovations.
- Review and/or acquire adequate insurance to cover potential losses and liability.
- Manage print/copy services across the college.
- Account for and maintain the college's property including inventory, logistics, and parcel delivery.

### **Unit Goals (2015-2016):**

#### **Goal 1: Evaluate current copier leases and upgrade as necessary**

**Objective:** The copiers under lease that are used throughout the campus community must be evaluated and upgraded as needs dictate.

**Method of Assessment:** Review of copier leases and copy data.

**Estimated Cost:** \$5,000

#### **Goal 2: Maintain continuing legal education requirements**

**Objective:** Historically, the unit dean has obtained continuing legal education credits required for licensure through the military at no cost to the college. This arrangement will become increasingly difficult and may cease altogether, at which point funds might be needed for seminars or other methods of obtaining credit.

**Method of Assessment:** Review of continuing legal education credits and licensure.

**Estimated Cost:** \$1,500

**Goal 3: Maintain appropriate levels of insurance commensurate with anticipated risk**

**Objective:** Review policies and limits for appropriate insurance coverage and maintain coverage as warranted.

**Method of Assessment:** Review of applicable insurance coverage

**Estimated Cost:** \$80,000

**Goal 4: Develop legal training program for FERPA compliance**

**Objective:** Develop an online training program for complying with the Family Education Rights and Privacy Act for all employees.

**Method of Assessment:** Implementation of training program.

**Estimated Cost:** No additional cost.

**Unit Goals (2016-2017):**

**Goal 1: Evaluate current copier leases and upgrade as necessary**

**Objective:** The copiers under lease that are used throughout the campus community must be evaluated and upgraded as needs dictate.

**Method of Assessment:** Review of copier leases and copy data.

**Estimated Cost:** \$5,000

**Goal 2: Maintain appropriate levels of insurance commensurate with anticipated risk**

**Objective:** Review policies and limits for appropriate insurance coverage and maintain coverage as warranted.

**Method of Assessment:** Review of applicable insurance coverage.

**Estimated Cost:** \$80,000

**Are there any goals or objectives that were not completed from previous years that should be included in the new plan?**

Although the unit began developing an online FERPA training course, it has not been implemented. This training element should be included in the plan until completed.