

Reimagining Initiative: AY 2022-23 Update

BOARD OF TRUSTEES PRESENTATION: JUNE 12, 2023

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Phase 1: Primary Focus

- Listening
 - Discovery
 - Identifying Priorities & Projects
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How do we improve the student and employee experience across the district?

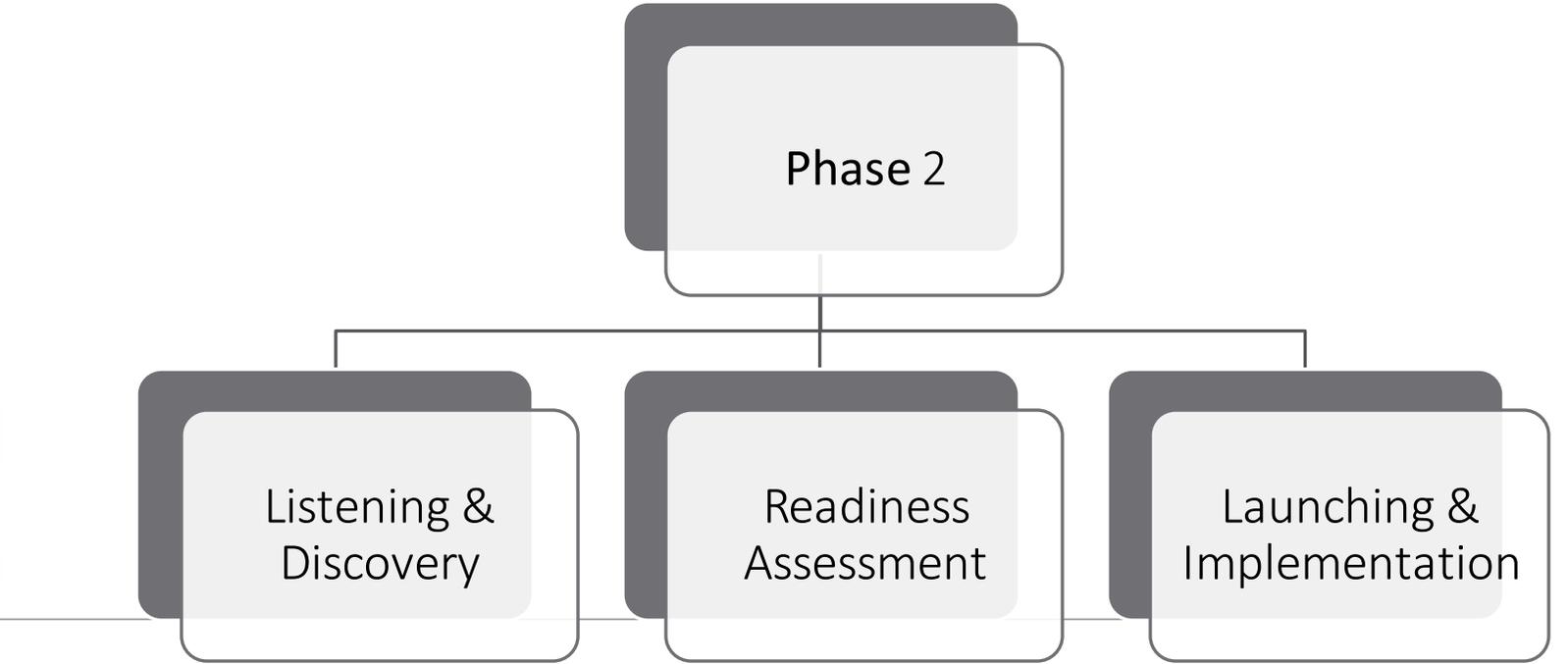
To become a more equity-minded and student-centered district, what solutions, processes, and systems need to be reimagined and implemented?

PRIORITY AREAS

- Budget & Resource Allocation
 - Enrollment Management
 - Business & Services Operations
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Projects Launched/ Progress Ongoing

BUDGET & RESOURCE ALLOCATION

- Initiated discussions in District Budget Advisory Committee regarding setting parameters and criteria on college float & carry forwards as impacting B-budgets.
- Engaged in discussions with Central Services fiscal team regarding productivity, targets, and fiscal responsibilities
- Explored alternative funding allocation paths for part-time faculty costs (1320 budget)

ENROLLMENT MANAGEMENT

- Established a District Enrollment Management Committee (DEMC)
- Introduced a basic planning framework to organize discussions around how central services and campuses will proactively plan for FTES revenue generation under the Student Centered Funding Formula in AY 25-26. (Current status = feedback and revision stage)
- Established work group to discuss guiding principles and framework for identifying enrollment priorities.
- Introducing a pilot program to fund strategic enrollment growth and retention to be implemented (for Ay 23-25).

Projects Launched/ Progress Ongoing

BUSINESS & SERVICES OPERATIONS

- Established partnership with ETS to facilitate detailed process mapping and documentation of workflow in order to improve HR onboarding and offboarding and the supporting technology solutions.
- Ongoing identification and documentation of best practices to preserve historical knowledge for services that support our employees.
- Initiated an in-depth needs assessment in partnership with an outside consultant for identifying, improving and transforming areas of HR operations & corresponding areas in Business Services to address workload and workflow issues and optimize effectiveness.

SHARED GOVERNANCE & LABOR RELATIONS

- Launched a study in partnership with the District Academic Senate President on documenting district-level shared governance and decision-making structures in order to:
 - Facilitate mutual trust and respect through clear communication and transparency with processes and decision-making
 - Create a shared foundation for knowledge for how shared governance does and should function
- Documenting and preserving institutional knowledge for processes and best practices with labor relations.



WHAT'S NEXT?

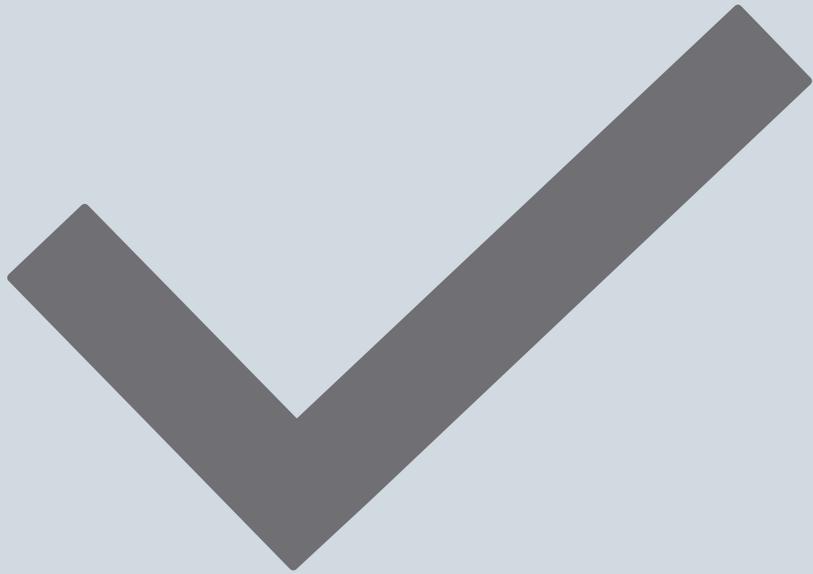
- Serve as a district liaison to provide needed support and encourage cross-campus collaboration for the statewide OER initiative regarding the design, development and piloting of a ZTC (zero textbook cost) degree offering Ongoing identification and documentation of best practices to preserve historical knowledge for services that support our employees.
- Serve as a district liaison along with college representatives on the Equity Forward Anchor Network (a Bay Area consortium with the mission to close the racial wealth gap in Santa Clara and San Mateo counties).
- Revisit the alignment of and/or identification of process improvements in areas of Financial Aid and Facilities plus other areas as identified in listening tours.
- Continue analysis towards establishing ONE Application System for Foothill & De Anza
 - Requires collaboration and alignment of registration policies and procedures (in progress)
 - Requires changes to Banner infrastructure (to be implemented after the migration to Banner SaaS infrastructure in summer 2023)
 - Research alternative solutions

Areas of Focus for AY 23-24

- Budget & Resource Allocation
 - Enrollment Management
 - Business & Services Operations
 - Shared Governance and Labor Relations
 - Campus Services Alignment
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Challenges to Implementation

- Clarity of Vision
- Reactive vs Proactive Capacity
- Entrenched Culture
- Time and Workload Barriers
- Standstill by Consensus

Transform our leadership capacity and effectiveness

Transform our processes, structures, and systems

Transform our workflows and workload to improve employee morale and well-being

Transform our communication & capacity to relate and engage positively with one another and our students

Transform our ability to more equitably and effectively improve the success and well-being of our students

Transformational Opportunities

*What do we need to
move forward
towards
transformation
and change
with the reimagining
initiative?*

- A well-articulated and unifying vision
- Accountability and clear outcomes to guide decision-making
- Clear articulation and identification of decision-making structures and timeframes
- Transparent communication to facilitate engagement
- Time and space to proactively plan and make decisions (that are not rooted in crisis)
- Leadership development across all employee groups
- Professional development across all employee groups on Interest-Based Problem-Solving strategies and techniques

For your consideration

Develop and adopt a more concrete board goal that formalizes the prioritization and scope for reimagining which gives more directive and builds in accountability for outcomes.



Reimagining Continued: Towards Change & Transformation

~~MISSION: IMPOSSIBLE?~~

MISSION: WHAT IS POSSIBLE?

Change

THANK YOU

For questions, comments, or concerns you can reach Anu Khanna at KhannaAnu@fhda.edu