

**Information Item**

***California Student Aid Commission***

Consideration of CSAC Staff Annual Plan of Staff Goals

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The Executive Director will present an oral report based on the attached draft annual plan.

***Recommended Action:*** For information only. No action required.

***Responsible Staff:*** Diana Fuentes-Michel,  
Executive Director

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***Mission Statement: Making education beyond high school financially accessible to all Californians.***

<b>Goal A: Effectively engage and communicate with Commissioners, the legislature, and the governor</b>	
<b><i>Strategies</i></b>	
A.1	Clarify roles and responsibilities of the Commission and EdFund
A.2	Educate Commissioners on operational impacts of policy decisions
A.3	Communicate consistently and regularly with Commission Chair (and Committee Chairs)
A.4	Disseminate weekly status report to Commissioners
A.5	Develop an internal bill analysis feedback process
A.6	Regularly develop and present policy/legislative/issue briefs for Commission consideration <ul style="list-style-type: none"> <li>○ Briefs should be thorough and objective and present information accurately</li> <li>○ Include legislative staff (GAC) in the development of legislative recommendations</li> </ul>
<p><b><i>Key Success Indicators:</i></b></p> <ul style="list-style-type: none"> <li>• Number of briefings held with legislative staff by Commission staff</li> <li>• Number of position papers developed</li> <li>• Number of papers modified and/ or approved by Commission</li> <li>• Number of positions taken on bills</li> <li>• Number of weekly meetings held between Chair and Executive Director</li> </ul>	

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<b>Goal B: Ensure that proper structure, staffing and support systems are in place</b>	
<i>Strategies</i>	
B.1	Identify and document human resource (HR) priorities for 2006-2007.
B.2	Develop a staff recruitment plan to fill Commission vacancies: <ul style="list-style-type: none"> <li>• Prioritize vacancies according to agency need</li> <li>• Revamp and reclassify staff positions (as appropriate) to better attract and retain staff</li> <li>• Clarify, document, and communicate internal HR hiring practices, processes and timelines to managers and those with hiring authority</li> <li>• Establish and adhere to deadlines for posting, interviewing, and hiring</li> <li>• Allow managers hiring authority for positions they manage</li> </ul>
B.3	Develop a plan to improve staff retention: <ul style="list-style-type: none"> <li>• Provide regular exams and disseminate exam calendar to all staff via bulletin board and web</li> <li>• Develop, document, and communicate clear career paths for personnel</li> <li>• Develop and implement internal training plan</li> <li>• Provide training for all staff levels</li> <li>• Create New Training and Development (T&amp;D) assignments</li> <li>• Develop and implement exit interview process</li> <li>• Create opportunities to build employee morale</li> </ul>
B.4	Create a cross-divisional workgroup comprised of managers and staff to develop and implement an employee recognition program.
B.5	Train all managers on the Individual Development Plan (IDP) process and execute IDPs for all staff annually.
B.6	Establish and adhere to IDP Division Chief and manager review deadlines and procedures
B.7	Develop a staff mentoring program.
B.8	Have executive management communicate more frequently on an informal basis with staff at all levels
B.9	Create quarterly manager (offsite) meeting to share information and improve collaboration.

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<b>Goal B: Ensure that proper structure, staffing and support systems are in place</b>	
B.10	Establish IT testing unit for the Grant Delivery System (GDS)
<b>Key Success Indicators:</b>	
<ul style="list-style-type: none"> <li>• Documented internal HR procedures are distributed to staff</li> <li>• 10% vacancies; 90% jobs filled</li> <li>• Improved turnover rate (non-retirees)</li> <li>• Mentoring and employee recognition program implemented</li> <li>• Average staff years (tenure) at commission increases</li> <li>• Two Training and Development positions are created</li> <li>• 90% of staff have completed IDPs</li> <li>• Four manager off-site meetings are held in FY 2006-2007</li> </ul>	

<b>Goal C: Improve service to schools and students</b>	
<i>Strategies</i>	
C.1	Develop, implement, and monitor a comprehensive annual work plan that identifies all CSAC award deadlines and dependencies
C.2	Implement high priority information technology projects: <ul style="list-style-type: none"> <li>• Complete Grant Delivery System (GDS) Phase I Project</li> <li>• Secure funding and approval (BCP) for GDS Phase II</li> <li>• Complete migration of GDS server to EdFund</li> <li>• Automate APLE (Assumption Program Loans for Education)</li> <li>• Add more functionality to Webgrants for Students</li> </ul>
C.3	Continue the EdFund CSAC Synergy projects: <ul style="list-style-type: none"> <li>• Implement the Financial Aid Management System (FAMS) Interface</li> <li>• Implement the Student Expense and Resource Survey (SEARS)</li> <li>• Implement downloadable, scan-able forms via imaging technology</li> </ul>
C.4	Lobby for increased award amounts for Cal Grant and other specialized programs
C.5	Increase program and web grants training to schools including fully staffing school support services (CSAC Academy)

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<b>Goal C: Improve service to schools and students</b>	
C.6	Distribute Customer School Satisfaction Survey and compile, review and disseminate results to staff
C.7	Identify new opportunities for obtaining student feedback including through Webgrants for Students
C.8	Develop and obtain approval of a BCP to increase program compliance audit staff
C.9	Create a cross-divisional policy workgroup and document and disseminate policies to schools
C.10	Improve IVR system functionality for students
C.11	Ramp up WOW (Web Oversight Workgroup) and secure executive support for WOW efforts
<b>Key Success Indicators</b>	
<ul style="list-style-type: none"> <li>• Systems Implemented on schedule and under budget</li> <li>• BCP approval for GDS Phase II is obtained</li> <li>• Customer School Satisfaction Survey is disseminated</li> <li>• Customer School Satisfaction Survey results are compiled and tabulated</li> <li>• CSAC Training Academy rolled out for 2006-2007</li> <li>• Increased number of schools with FAMS interface</li> </ul>	

<b>Goal D: Continue Outreach and Public Awareness Campaigns</b>	
<b>Strategies</b>	
D.1	Update and evaluate the results of the Commission's existing Outreach Plan
D.2	Establish priorities for Outreach & Public Awareness Program (OPAP)
D.3	Evaluate the effectiveness and identify best practices of/for OPAP
D.4	Ensure continuity of funding for outreach and public awareness including seeking alternative sources of supplemental funding
D.5	Create a cross-divisional team comprised of staff and students to provide input into outreach and public awareness campaign

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<b>Goal D: Continue Outreach and Public Awareness Campaigns</b>	
D.6	Complete and implement a Cal Grant Public Awareness RFP
D.7	Obtain executive staff input on key elements of the Public Awareness Plan
D.8	Develop an integrated comprehensive outreach plan for Cal SOAP; the grantees, PAC, Cash for College and other outreach efforts including consistent branding and messaging
D.10	Explore opportunities to collaborate with other state agencies and EdFund and leverage other OPA activities
<p><b>Key Success Indicators:</b></p> <ul style="list-style-type: none"> <li>• Outreach Plan evaluated and updated</li> <li>• Priorities established for Outreach and Public Awareness Program (OPAP)</li> <li>• Evaluation of the OPA program conducted</li> <li>• Supplemental funding secured for OPAP</li> <li>• Cross-divisional OPAP team is established</li> <li>• Cal Grants RFP is implemented</li> <li>• Staff input was gathered on OPA plan</li> <li>• A comprehensive outreach plan for specialized programs was developed</li> <li>• CSAC leveraged other agencies OPA activities</li> </ul>	

<b>Goal E: Implement roles and responsibilities defined by Commissioners (EdFund)</b>	
<b>Strategies</b>	
E.1	Obtain Commission decision/adoption on the CSAC/EdFund “Roles and Responsibilities” document
E.2	Realign, affirm, or abolish job classifications as appropriate
E.3	Redefine FPPD (Federal Policies and Program Division) to meet desired outcomes
E.4	Fill appropriate staff positions

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<b>Goal E: Implement roles and responsibilities defined by Commissioners (EdFund)</b>	
E.5	Reset FPPD priorities
<b>Key Success Indicators:</b>	
<ul style="list-style-type: none"> <li>• Commission adoption of the “roles and responsibilities” document</li> <li>• Job classifications have been realigned or abolished</li> <li>• FPPD policies have been aligned with program outcomes</li> <li>• 90% of FPPD staff positions are filled</li> <li>• FPPD priorities are set for 2006-2007</li> </ul>	

<b>Goal F: Refine program administration processes to ensure compliance and increase efficiencies</b>	
<i>Strategies</i>	
F.1	Implement Commission’s Action Plan and policy decisions based on the findings of Bureau of State Audits report
F.2	Conduct a process improvement analysis of standard operational processes and identify process improvement targets
F.3	Implement the Cal Grant audit recommendations and create an action plan
F.4	Evaluate and revise audit program (program compliance)
F.5	Revise internal audit plan
F.6	Review and revise Cal Grant manual
F.7	Create an internal policy group that meets regularly
F.8	Continue to implement the Information Security requirements as outlined in the Security Risk Assessment

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**Goal F: Refine program administration processes to ensure compliance and increase efficiencies**

**Key Success Indicators:**

- BSA action plan implemented
- Process improvement analysis conducted and targets selected
- Cal Grant audit Action Plan recommendations developed
- Cal Grant audit Action Plan implemented
- Internal audit plan revised for 2006-2007
- Program compliance audit program is revised
- Cal Grant manual is updated and revised
- Internal policy group is formed and meets regularly
- Information Security recommendations from the risk assessment are implemented

**Goal G: Determine and implement an efficient and effective organization structure to carry out the Commission's mission.**

**Strategies**

G.1	Explore creation of an intermediate manager level classification
G.2	Examine current organization structure to determine parity from a workload/functional perspective and the potential need for realignment

**Key Success Indicators:**

- New manager level classification explored (and developed if appropriate)
- The organization is realigned and workloads are balanced across divisions

**Goal H: Improve communication and collaboration with EdFund**

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<b>Goal H: Improve communication and collaboration with EdFund</b>	
<i>Strategies</i>	
H.1	Continue the workforce and operating agreement teams
H.2	Partner commission staff when meeting with EdFund Staff
H.3	Resolve the CSAC/EdFund governance issues
<b>Key Success Indicators:</b>	
<ul style="list-style-type: none"> <li>• Workforce and operating teams are functional</li> <li>• CSAC partners are identified and utilized for EdFund staff introductions</li> <li>• CSAC/EdFund governance issues are resolved</li> </ul>	

<b>Goal I: Develop and implement policy framework</b>	
<i>Strategies</i>	
I.1	Develop and implement policies according to the framework
<b>Key Success Indicators:</b>	
<ul style="list-style-type: none"> <li>•</li> </ul>	