Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: revised 1-23-19 (from EP/NP mtg)

Name of Institution: RSCCD

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	1. Develop Matrix of Districtwide Strategic Plan and Educational Master Plans	POE	December 2018	1. POE establishes sub-committee to work on matrix 2. Subcommittee creates, refines, and obtains approval of matrix 3. Disseminate information district-wide	1. Subcommittee set 2. Matrix created and approved 3. Matrix disseminated	• Alignment of District Goals to SCC Goals are completed • Nga will align District Goals to SAC goals (2014-16)
A. Strategic Planning	2. Hold Retreat to Discuss Alignment Between the District-wide Strategic Plan and Educational Master Plans (a) How do these plans currently work together? (b) Where are the gaps? (c) How should they work together?	Perez / Pham	May 2019	1. Set date for retreat 2. Invite all participatory governance committees 3. Develop communication plan to disseminate information on retreat (purpose, etc.) 4. Hold retreat 5. Document and disseminate results 6. Incorporate findings into planning processes at DO, SAC, and SCC	1. Date set 2. Invitations issued 3. Communication plan finalized 4. Retreat held 5. Results disseminated 6. Retreat findings incorporated into all three planning processes	• May 10, 2019 retreat • Invitations sent 1st week of December 2018 • Sub-committee planning the day & pre-retreat work
A. Strategic Planning	3. Update Function Map	POE	February 2019	1. POE establishes sub-committee to work on updates 2. Subcommittee updates and obtains approval of updates 3. Disseminate information district-wide	1. Subcommittee set 2. Function map updated and approved 3. Function map disseminated district-wide	• VP Academic Affairs coordinate for SAC/SCC • Nga coordinates for DO

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	4. Identify and Address Gaps Between 2019-22 District-wide Strategic Plan and Enrollment Management Plans	Presidents / Vice Presidents/ Perez	September 2019	1. Establish DO/SAC/SCC committee to identify gaps 2. Committee identifies gaps, and recommends approaches to addressing them 3. Applicable committees address the identified gaps 4. Conduct new environmental scan if committee determines necessary	1. Committee set 2. Gaps identified and recommendations made to applicable committees 3. Gaps addressed by committees and progress report made to DC 4. New environmental scan conducted (if needed)	
B. Enrollment Management	1. Clarify DO role in Enrollment Management	Committee members identified in retreat	June 2019	1. Establish committee 2. Discuss in DC, POE and district curriculum committee 3. Delineate, document, and disseminate DO role 4. Incorporate DO role as applicable into college and district enrollment management planning processes	1. Committee set 2. Discussions completed 3. DO role in EM district-wide disseminated 4. DO role incorporated	
B. Enrollment Management	2. Acquire Predictive Analytics Software and Integrate into Enrollment Management Processes	POE	June 2019	1. Begin conversation at POE as to: (a) Shortcomings of current EM tools. (b) What EM software/tools are needed? Not needed? 2. Develop multi-pronged approach (more than just software). Determine what other district-wide systems / processes need to be improved / changed. 3. Connect with other colleges on what software has worked for them. 4. Identify and meet with vendors 5. Select, obtain, install, test, and implement software 6. Implement other changes in EM processes as needed 7. Establish schedule for evaluation and improvement going forward	1. Conversations completed 2. Multi-pronged approach developed; determination made 3. Communications with other colleges completed and information provided to POE. 4. Vendor meetings completed 5. Software obtained and implemented 6. Other necessary changes to EM processes implemented 7. Schedule for ongoing evaluation and improvement set	

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Enrollment Management	3. Conduct System Review and Study of EM best practices at similar districts and incorporate those practices into EM processes	POE	June 2019	1. POE establishes sub-committee to conduct review 2. Select applicable districts 3. Conduct systematic review 4. Identify sound practices that fit RSCCD, SAC, and SCC needs 5. Incorporate those practices into EM planning at all three institutions. 6. Establish schedule for evaluation and improvement going forward	1. Subcommittee set 2. Districts selected 3. Review completed 4. Sound practices identified and reviewed for suitability 5. Practices incorporated into EM plans and implemented. 6. Schedule for ongoing evaluation and improvement set	
C. Budget Allocation Model	1. Conduct Internal Review of the BAM and its processes (review of successes and gaps). 2. Conduct Internal Review of the BAM and its processes to ensure that it is aligned with the statewide funding formula so that model can distribute resources through transparent processes that support the availability of high quality educational programs that respond to student and community needs.	FRC	Fall 2018	1. Contract consultant 2. Discuss at FRC / DC 3. Discuss with stakeholder unions 4. Conduct both internal reviews and recommend BAM improvements as needed 5. Assess/identify minimum funding necessary to ensure success of program/service.	1. Consultant contracted 2. Discussions with FRC / DC completed 3. Discussions with stakeholder unions completed 4. Internal reviews completed and recommendations made to DC 5. Minimum funding identified	**1.Consultant contracted** **2. Discussion in FRC/DC on-going**

	Area of Focus		Objectives	Responsible Person(s)	Target Date for Achievement		Action Steps		Measure of Progress	Status As of Date:
C.	Budget Allocation Model	3.	Conduct System Review and Study of BAM best practices and processes at similar districts and implement improvements into the BAM processes	FRC	Fall 2018	1. 2. 3. 4. 5. 6. 7.	Contract consultant Conduct the review and study and document the findings Discuss at FRC and DC Recommend BAM improvements as needed Document how and when improvements based on findings of all three reviews (see also Objectives C.1 and C.2 above) will be implemented into the BAM Implement improvements based on findings of all three reviews (see also Objectives C.1 and C.2 above) Establish schedule for evaluation and improvement going forward	1. 2. 3. 4. 5. 6. 7.	Consultant contracted Review and study conducted, and findings documented Discussions completed Recommendations made Implementation approach and schedule finalized Improvements implemented according to schedule Schedule for ongoing evaluation and improvement set	**1.Consultant contracted**
C.	Budget Allocation Model	4.	Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets	Perez / POE	June 2019	1. 2. 3.	Contract consultant to work with district / college leadership Draft, refine, and obtain approvals for Plan Implement plan and establish schedule for evaluation and improvement going forward	1. 2. 3a. 3b.	Consultant contracted Approval for plan obtained Plan implemented Schedule for ongoing evaluation and improvement set	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

	Applicable Area(s) of Focus *(Copy from table above.)*		Applicable Objective(s) *(Copy from table above.)*	Description of Resource Needed *(Refer to Action Steps above as appropriate.)*	Cost of Resource
B.	Enrollment Management	2.	Acquire Predictive Analytics Software and Integrate into Enrollment Management Processes	Select, obtain, install, test, and implement software	**$100,000**
C.	Budget Allocation Model	1.	Conduct Internal Review of the BAM and its processes (review of successes and gaps).	Contract consultant	**$60,000**

Applicable Area(s) of Focus *(Copy from table above.)*	Applicable Objective(s) *(Copy from table above.)*	Description of Resource Needed *(Refer to Action Steps above as appropriate.)*	Cost of Resource
C. Budget Allocation Model	3. Conduct System Review and Study of BAM best practices and processes at similar districts and incorporate those practices into EM processes	Contract consultant	**$30,000**
C. Budget Allocation Model	4. Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets	Contract consultant	**$10,000**
Total IEPI Resource Request (not to exceed $200,000 per college)			**$200,000**

Approval	
Chief Executive Officer	
Name: Raul Rodriguez, Ph.D.	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President, Santa Ana College *(As applicable; duplicate if needed for district-level I&EP)*	
Name: Monica Zarske	
Signature or E-signature:	Date:
Academic Senate President, Santiago Canyon College *(As applicable; duplicate if needed for district-level I&EP)*	
Name: Michael DeCarbo	
Signature or E-signature:	Date:

Board of Trustees' Guiding Principle and Goals
for 2019-2020

Guiding Principle

The Rancho Santiago Community College District will be student ready and learner focused.

Goal #1

RSCCD is committed to Guided Pathways and an implementation plan for both colleges to be a Guided Pathways college will be completed by fall 2020, with full implementation by fall 2021.

Goal #2

RSCCD will establish a district-wide Guided Pathways task force to support the implementation of Guided Pathways throughout the district.

Goal #3

The Board will revise policy and allocate resources as required in support of Guided Pathways.

Goal #4

The Board will adopt metrics for student success and equity in order to monitor progress.

Goal #5

The Board is committed to working with K-12 and universities to provide seamless pathways for students.

Goal #6

The Board is committed to finalizing the long-term facilities plan for our two college centers in the year ahead.

Goal #7

The Board has an ongoing commitment to the safety of our students and employees.

It was agreed that the guiding principle and board goals would be presented for adoption by the Board at the February 4, 2019 meeting.

DATA INTEGRITY PROJECT STEERING COMMITTEE
MEMBERS

Name	Title	Location
Enrique Perez	Vice Chancellor, Educational Services	DO
Jesse Gonzalez	Assistant Vice Chancellor, ITS	DO
Nga Pham	Executive Director, Research & Institutional Effectiveness	DO
Dr. Jeffrey Lamb	Vice President, Academic Affairs	SAC
Dr. Vaniethia Hubbard	Vice President, Student Services	SAC
Dr. Bart Hoffman	Vice President, Administrative Services	SAC
Dr. James Kennedy	Vice President, Continuing Education	SAC-CEC
Dr. Marilyn Flores	Vice President, Academic Affairs	SCC
Syed Rizvi	Vice President, Student Services	SCC
Arleen Satele	Vice President, Administrative Services	SCC
Jose Vargas	Vice President, Continuing Education	SCC-OEC
Aaron Voelcker	Dean, Institutional Effectiveness, Library & Learning Support Services	SCC
Sergio Rodriguez	Project Manager	SCC
Deborah Ludford	CWP- Cambridge West Partnership, LLC *(Consultant)*	

Next Meeting Dates *(approx. last week of month)*:
Thursday, January 24, 2019 – MIS Steering Cmte
Thursday, February 28, 2019 – MIS Steering Cmte
tba_____, March ___, 2019 – MIS Steering Cmte
tba_____, April ___, 2019 – MIS Steering Cmte
tba_____, May ___, 2019 – MIS Steering Cmte
tba_____, June ___, 2019 – MIS Steering Cmte

CWP individual meetings w/ SAC, SCC, OEC, CEC

RANCHO SANTIAGO
Community College District

PLANNING AND ORGANIZATIONAL EFFECTIVENESS COMMITTEE
POE is the district-level planning and accreditation oversight and coordinating committee that makes recommendations to District

2018-2019 Membership

Santa Ana College	Santiago Canyon College	District
Dr. Jeffrey Lamb, Vice President, Academic Affairs	Dr. Marilyn Flores, Vice President, Academic Affairs	Enrique Perez, **Chair**, Vice Chancellor, Educational Services
Dean of Academic Affairs, (Vacant)	Aaron Voelcker, Dean, Institutional Effectiveness, Library & Learning Support Services	Sarah Santoyo, *Interim* Assistant Vice Chancellor, Educational Services
Monica Zarske, Academic Senate President	Michael DeCarbo, **Co-Chair**, Academic Senate President	Nga Pham, Executive Director of Research, Planning & Institutional Effectiveness
Kristen Robinson, Faculty Representative	Melissa Govea, Faculty Representative	Mark Smith, FARSCCD Representative
Faviola Chacon, ASG Student Representative	ASG Student Representative, (Vacant)	
Claudia Del Valle, Classified Representative	Classified Representative, (Vacant)	Classified Representative, (Vacant)

RSCCD Mission Statement

The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.

POE COMMITTEE MEMBERS:
Faviola Chacon • Michael DeCarbo • Claudia Del Valle • Dr. Marilyn Flores • Melissa Govea • Dr. Jeffrey Lamb • Enrique Perez • Nga Pham • Kristen Robinson • Sarah Santoyo • Mark Smith • Aaron Voelcker • Monica Zarske

PLANNING AND ORGANIZATIONAL EFFECTIVENESS COMMITTEE
"The Mission of POE is to serve as the district level planning and accreditation oversight and coordinating committee that makes recommendations to District Council."

MEETING SCHEDULE 2018-2019

Location: DO, Santa Ana Room #103
Time: 3:30pm-5pm

2018	2019
Wednesday, August 22	Wednesday, January 23
Wednesday, September 26	Wednesday, February 27
Wednesday, October 24	Wednesday, March 27
Wednesday, November 26	Wednesday, April 24
December (no meeting)	Wednesday, May 22
	June 26 (tentative)
	July (no meeting)

Approved: June 20, 2018

2019-2022 RSCCD STRATEGIC PLANNING RETREAT

(Internal) A G E N D A
May 10, 2019, 9:00am - 4:00pm
Bowers Museum - 2002 N Main St. - Santa Ana

Participants include all members of the district and college governance committees

I. **Welcome & Introductions** (Perez; 5 minutes)

II. **Review RSCCD Planning Design Manual** (*will be sent to participants for review)* (DeCarbo facilitates; 5 minutes)
   a. Groups to address a particular section of the manual (45 minutes)

   BREAK (10 minutes)

   b. Groups share their feedback (60 minutes)

III. **Review RSCCD Mission Statement** – Approved Fall 2018 (Perez; 5 minutes)

IV. **Overall Strategic Planning Process** (discussion of District Goals, Strategic Planning Processes, Integration of College District Plans, Use of Data, etc. (*will be sent to participants for review)* (Pham; 30 minutes)

   LUNCH

V. **Gap Analysis** of 2013-2023 RSCCD Goals/2016-19 Strategic Objectives and College Educational Master Plan Goals and Objectives/Vision for Success Goals (Lamb/Voelcker; 40 minutes)

VI. **Address Concerns from Environmental Scan** - (12 Measures of Success, service area scan, update on pressing initiatives and potential impacts for RSCCD – (*will be sent to participants April 19, 2019 for review and feedback*) (Pham; 20 minutes)

VII. **Review RSCCD Strategic Plan** (Perez facilitates; 5 minutes)
   a. Groups to address a particular goal & its objectives (60 minutes)
   b. Groups share their feedback (60 minutes)

VIII. **Creation of the 2019-2022 RSCCD Strategic Plan** (Perez, 15 minutes)

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Rancho Santiago Community College District
Districtwide Strategic Planning for 2019-2022
Calendar of Activities Leading up to the Retreat

		January				February				March				April				May	
		7-11	14-18	21-25	28-1	4-8	11-15	18-22	25-1	4-11	11-15	18-23	25-30	1-5	8-12	15-19	22-26	29-3	10
Planning Meeting	Jan 9																		
Enrique email District Governance Committee chairs to verify their committee's roles/responsibilities & membership	Jan 23																		
Michael will put together assignment for planning guide portion, forms participants to groups, and instructions for homework	Jan 9 - Feb 3																		
Send out Planning Design Manual assignment	tbd																		
Participant review/complete Planning Design Manual assignment	tbd																		
Planning Meeting	Feb 4																		
Committee Chairs return input of the committee's roles/responsibilities & membership	Feb 28																		
Planning Meeting	March tbd																		
Conduct environmental scan. Nga will have draft of 12 measures and Environmental Scan for review	Jan-Mar																		
Planning Meeting	April tbd																		
Send out to groups: review assigned goal & its objectives	Apr 1																		
Send out to participants: quantitative data metrics for 2016-19 strategic plan, environmental scan, information on Guided Pathway and vision for success metrics (including colleges' goals), and planning implications	Apr 8																		
Participants review quantitative data metrics for 2016-19 strategic plan, environmental scan, information on Guided Pathway and vision for success metrics (including colleges' goas), and planning implications	Apr 8-26																		
Planning Meeting	tbd																		
Retreat	May 10																		

Planning Taskforce Members: Michael DeCarbo, Enrique Perez, Nga Pham, Aaron Voelcker, Monica Zarske