Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: December 19, 2022

Name of Institution: Rancho Santiago Community College District

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
A. Data Technology Solutions (DTS)	**1.** Implement Sustainable Data Infrastructure Solution for the District. **2.** Restructure District Research and ITS functions to support data integrity and data management. **3.** Institutionalize a district-wide standard process to produce the MIS and 320 state reports.	**1.** Assistant Vice Chancellor, ITS **2.** Vice Chancellor, Educational Services; Executive Director Research, Planning & Institutional Effectiveness; Assistant Vice Chancellor, ITS **3.** Assistant Vice Chancellor, ITS	**1.** Spring 2024 **2.** Summer 2023 **3.** Fall 2023	**1.a.** Launch data warehouse/lake pilot. **1.b.** Decide whether the solution fits institutional needs. **1.c.** Develop and execute implementation plan for suitable solution. **2a.** Review current staffing structure and corresponding duties/ responsibilities to address the district's needs to identify capacity gaps and/or a more effective staffing structure; revise structure and functions as necessary. **3.a.** Align the data element dictionary ITS and Research have developed with MIS and 320 data definitions. **3.b.** Develop and implement Data-Informed Board Policies (BPs) and Administrative Regulations (ARs) to institutionalize data integrity policies and procedures.	**1.a.** Contract with vendor for pilot finished; workgroup created to assess pilot; success criteria established. **1.b.** Success criteria tested and validated; implementation or other options recommended; pilot process repeated until proper solution is identified. **1.c.** Funding for solution is allocated; timeline and milestones for implementation are defined; solution is deployed successfully. **2a.** Position responsibilities for Data Quality Manager role recommended by Cambridge West Partnership assessed; current capacity to perform this work through restructuring evaluated; additional hire recommended if findings warrant; current IT staffing structure and how senior vs. junior staff time can best be allocated for greater efficiency assessed; modifications implemented as needed. **3.a.** Current data dictionary is reviewed and approved; MIS and 320 elements are added and approved; data definitions used in MIS and 320	

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					reporting distinguished from those used for other data demands. **3.b.** Standard process established for producing MIS and 320 reports; quality control checks / audits established for the entire data journey; roles and responsibilities documented including RACI matrix; individuals involved with the process trained; standard process and checks documented in BPs and ARs.	
B. Strategic Enrollment Management (SEM)	1. Define all components and timelines for enrollment management and identify the persons/positions involved in the process. 2. Improve scheduling process to be more efficient, accurate, and aligned with 320 and SCFF.	1. Vice Chancellor, Educational Services; SAC and SCC Presidents, Vice Presidents of Academic Affairs, Vice Presidents of Student Services and Vice Presidents of Continuing Education. 2. Vice Chancellor, Educational Services; SAC and SCC Presidents and Vice Presidents of Academic Affairs, and Vice Presidents of Continuing Education, and VPSS	1. Spring 2023 2. Fall 2023	**1.a.** Develop and implement District/College Enrollment Management Plan that clarifies the district and colleges' roles. **1.b.** Develop and submit a SEM project proposal and team and participate in the annual SEM Academy. **2.a.** Review current scheduling processes and people involved and develop a process map to identify inefficiencies and capacity gaps, codify a framework and plan to improve scheduling processes; and implement the plan to improve. **2.b.** Train college staff to schedule and build sections as required to support the Colleague 320 reporting.	**1.a.** Plan implemented; enrollment management strategies and processes throughout the district are aligned, non-duplicative and mutually reinforcing to allow for coordinated action that yields reliable achievement on target outcomes. **1.b.** Proposal submitted and participation commenced. **2.a.** A detailed scheduling process map is developed for each college; framework and plan created and implemented. **2.b.** Training completed to ensure that staff are sufficiently knowledgeable about enrollment accounting and have the requisite skills to perform scheduling duties effectively to ensure that district/college enrollment reports are accurate, comply with funding guidelines, and maximize college access to funding.	
C. Data Informed Decision Making (DIDM)	1. Establish a common platform for informed decision-making. 2. Improve real-time decision-making. 3. Streamline and optimize business processes.	1. Assistant Vice Chancellor, ITS; Executive Director Research, Planning & Institutional Effectiveness; Director, College Research, SAC; Dean, Institutional Effectiveness, Library & Learning	1. Summer 2024 2. Summer 2023 3. Fall 2024	**1.a.** Assess whether Power BI should be used as the data reporting platform of choice districtwide. **1.b.** If so, create report inventory per reporting platform; determine overlap; determine report usage; create plan to migrate all reports in use to Power BI; determine licensing; secure funding for licensing; migrate reports per the plan; conduct training.	**1.a.** Assessment completed and recommendation issued **1.b.** Report inventory created; overlaps and report usage determined; plan created to migrate all reports in use to Power BI; licensing determined; funding secured for licensing; reports migrated; training conducted. **2.a.** Use cases for live data determined; system gaps preventing efficient live	

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		Support Services, SCC 2. Assistant Vice Chancellor, ITS; Executive Director Research, Planning & Institutional Effectiveness; Director, College Research, SAC; Dean, Institutional Effectiveness, Library & Learning Support Services, SCC 3. Vice Chancellor, Educational Services		**2.a.** Assess institutional needs for live data. **3.a.** Map most complex business processes or processes related to MIS/320 report submission. **3.b.** Implement process improvement practices.	data access identified; need for live data replica in warehouse or intermediary Application Programming Interface (API) web solution to address system gaps determined **3.a.** Process mapping consultants engaged; processes mapped and improvement opportunities identified. **3.b.** Best practice methodologies (like Six Sigma) assessed through consulting; the processes determined that can bring the most positive institutional impact by being streamlined; implementation plan developed; plan implemented; and training provided.	
D. Integrated Planning (IP)	1. Identify, develop and implement a framework that identifies points of commonality to structure integration of district and college plans and resource allocation processes and timelines. 2. Develop a framework to align and integrate district and college fiscal planning, including revenue generation and resource development.	1. Vice Chancellor, Educational Services; ITS & ES Assistant Vice Chancellors; and Exec. Dir Research, Planning & Inst. Effectiveness 2. Vice Chancellor, Educational Services; Vice Chancellor, Business Services; Assistant Vice Chancellor, Educational Services; Assistant Vice Chancellor, ITS: Executive Director, Research, Planning & Institutional Effectiveness; Program Review Leadership	**1.** Spring 2024	**1.a.** Create a framework that identifies connection points among district and college strategic plans. **1.b.** Evaluate and appoint responsibility for established data elements (data owners). **1.c.** Develop and implement a system/ methodology to align plans that leverages existing roles and responsibilities and avoids duplication. **1.d.** Determine when planning documents should be provided to inform resource allocation requests and adjust planning timelines accordingly. **1.e.** Train college/district staff/stakeholders to understand data elements (sources and appropriate usage) for integration into current colleges'/district's planning/practices/processes. **1.f.** Implement and document process improvement practices.	**1.a.** Through an integrated planning workgroup and subgroups with representative district and college membership; connection points established in specific components of the plans; findings compiled and shared among all stakeholders. **1.b.** Responsibilities assigned. **1.c.** Planning timelines aligned; planning calendar created to enable planning teams to leverage planning work underway or completed. **1.d.** Planning timelines adjusted. **1.e.** Training schedule and modules developed and implemented. **1.f.** Process improvement practices implemented; Planning Manual updated to reflect revised timelines and processes to maintain integration of district and college plans.	

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				2.a. Review calendars for revenue and resource development and allocation at the district and colleges and create a framework to align and integrate fiscal planning processes and timelines.	**2.a.** The district's Planning Manual and Budget Allocation Model, and the colleges' Program Review documents and instructions are updated to reflect processes and timelines for integrated fiscal planning.	

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
A. Data Technology Solutions (DTS)	1. Implement Sustainable Data Infrastructure Solution for the District.	This is the cost for the six-month data warehouse/lake pilot.	$30,000
A. Data Technology Solutions (DTS)	1. Implement Sustainable Data Infrastructure Solution for the District.	This is the estimated cost for year one of the new data infrastructure solution.	$90,000
A. Data Technology Solutions (DTS)	2. Restructure District Research and ITS functions to support data integrity and data management.	Consultant(s) for position and staffing structure analysis of the Research and ITS departments.	$15,000
C. Data Informed Decision Making (DIDM)	1. Establish a common platform for informed decision-making.	Using Power BI as a standard districtwide tool may require an upgraded enterprise license. This is the estimated additional cost for year one.	$50,000
D. Integrated Planning (IP)	1. Identify/develop and implement a framework that identifies points of commonality to structure integration of district and college plans.	Hold full-day planning sessions to decide and apply the framework. Hold training sessions.	$15,000
Total IEPI Resource Request (not to exceed $200,000)			$200.000

Approval		
Chief Executive Officer		
Name: **Marvin Martinez**		
Signature or E-signature: *Marvin Martinez (Jan 10, 2023 11:48 PST)*	Date: Jan 10, 2023	

Collegial Consultation with the Academic Senate		
Academic Senate President *(As applicable; duplicate if needed for district-level I&EP)*		
Name: **James Isbell**		
Signature or E-signature: *James Isbell (Jan 10, 2023 11:23 PST)*	Date: Jan 10, 2023	
Name: **Craig Rutan**		
Signature or E-signature:	Date: Jan 10, 2023	

RSCCD Model IE Plan - December 19, 2022 Final

Final Audit Report 2023-01-10

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