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

A G E N D A

Wednesday, December 14, 2022 3:30pm-5:00pm
https://cccconfer.zoom.us/j/94764702826 or dial 1 669-900-6833 / 94764702826#

I.   WELCOME

II.   APPROVAL OF MINUTES – Action
    a.   *November 16, 2022 regular meeting

III.   DISTRICT COUNCIL UPDATE – Information
    a.   Update from December 5, 2022 meeting

IV.   MEMBERSHIP – Discussion / Action
    a.   *Membership Composition Recommendation

V.   COMMITTEE GOALS & ACCOMPLISHMENTS – Discussion / Action
    a.   *Approval of Committee Goals for 2022-2023

VI.   PLANNING - Information
    a.   District Office
       i.   *I&EP Update
    b.   Santiago Canyon College
       i.   Planning Update
       ii. Enrollment Update
    c.   Santa Ana College
       i.   Planning Update
       ii. Enrollment Update

VII.   *GRANT DEVELOPMENT SCHEDULE – Information
    a.   New Resource Development Initiatives

VIII.   OTHER

NEXT MEETING: ***Wednesday, January 25, 2023***

*attachment provided

POE COMMITTEE MEMBERS:
Matthew Beyersdorf • Dr. Melba Castro • Dr. Adriene (Alex) Davis • Karley Dinh • Dr. Vaniethia Hubbard • James Isbell • Dr. Jeffrey Lamb • Dr. James Kennedy • Veronica Munoz • Tyler Nguyen • Nga Pham • Roxana Pleitez •Kristen Robinson • Craig Rutan • Sarah Santoyo • Michael Taylor • Aaron Voelcker

Building the future through quality education

RANCHO SANTIAGO
Community College District

2323 North Broadway • Santa Ana, CA 92706 -1640 • (714) 480-7300 • www.rsccd.edu

Santa Ana College • Santiago Canyon College

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

Minutes
Wednesday, November 16, 2022 4:00pm-5:00pm by Zoom

Present:
Dr. Melba Castro • Dr. Adriene (Alex) Davis • Karley Dinh • James Isbell • Dr. James Kennedy • Veronica Munoz • Tyler Nguyen • Nga Pham • Roxana Pleitez • Craig Rutan • Sarah Santoyo • Michael Taylor • Aaron Voelcker
Guests: Iris I. Ingram, Jesse Gonzalez, Linda Melendez, Cristina Morones
Patricia Duenez present as record keeper.

Dr. Davis called the meeting to order at 4:01pm.

I. WELCOME
Introductions made.

II. *APPROVAL OF MINUTES – Action
   a. October 26, 2022 regular meeting
   It was moved by Mr. Voelcker; seconded by Mr. Isbell and by roll call vote, carried with abstentions from Dr. Davis, Ms. Munoz and Ms. Pham, to approve the October 26, 2022 minutes.

III. DISTRICT COUNCIL UPDATE – Information
   a. Update from November 7, 2022 meeting
   Dr. Davis and Mr. Rutan reported on agenda and action items.
   Questions were raised and answered on status of previous Reorg pulled from prior District Council meeting. Vice Chancellor Ingram reported it's scheduled to be on agenda at future meeting.

IV. BUSINESS SERVICES REORGANIZATION - Action
   a. *Reorg #1307 – Title Change of Warehouse Specialist & New Senior Buyer
   Vice Chancellor Ingram spoke to Reorg #1307. It was approved at Chancellor's Cabinet and brought to District Council where it was recommended it be brought to POE for approval.
   Ms. Melendez spoke to need for Reorg, staffing levels and requisition workload in Purchasing Dept.
   Vice Chancellor Ingram clarified cost and budget; account string was missing from request form.

   It was noted a need for clarity on Reorganization process and when applicable to come to POE for approval; no Administrative Regulation notes action and People & Culture's Reorganization Request Workflow has no direct line item.
   Dr. Davis spoke to Appendix C in the Planning Design Manual related to positions coming to POE and process.

   It was moved by Dr. Kennedy; seconded by Ms. Pham to approve Reorg #1307. The motion carried by the following vote: Aye - Dr. Melba Castro, Dr. Adriene (Alex) Davis, Karley Dinh, James Isbell, Dr. James Kennedy, Veronica Munoz, Tyler Nguyen, Nga Pham, Roxana Pleitez, Craig Rutan, Sarah Santoyo, Michael Taylor and Aaron Voelcker.
   Note: Business Services forwarded revised Reorg #1307 with account strings to Ms. Duenez. Ms. Duenez provided revised version to committee.

POE COMMITTEE MEMBERS:
Matthew Beyersdorf • Dr. Melba Castro • Dr. Adriene (Alex) Davis • Karley Dinh • Dr. Vaniethia Hubbard • James Isbell • Dr. Jeffrey Lamb • Dr. James Kennedy • Tyler Nguyen • Nga Pham • Roxana Pleitez •Kristen Robinson • Craig Rutan • Sarah Santoyo • Michael Taylor • Aaron Voelcker

b. *Reorg #1308 – New Director, Contract Management Services
It was moved by Dr. Kennedy; seconded by Mr. Voelcker to approve Reorg #1308. Discussion ensued.
Mr. Gonzalez spoke to need of Reorg and workload of reviewing and redlining contracts and importance of compliance.
Vice Chancellor Ingram spoke to jurisdiction language of contracts.

The motion carried by the following vote: Aye - Dr. Melba Castro, Dr. Adriene (Alex) Davis , Karley Dinh, James Isbell, Dr. James Kennedy, Veronica Munoz, Tyler Nguyen, Nga Pham, Roxana Pleitez, Craig Rutan, Sarah Santoyo, Michael Taylor and Aaron Voelcker.

V.   ***MEMBERSHIP – Discussion / Action**
   a. VP Continuing Education Vacancy
   b. SAC and SCC Faculty Representative Vacancies
   c. SCC Student ASG Representative
   Discussion ensued.
   Revision suggested: <u>One faculty member</u> instead of "~~Two faculty members~~ appointed by each Academic Senate, Santa Ana College and Santiago Canyon College"
   It was suggested VP of Continuing Ed can rotate yearly.
   Importance made to balance in membership and majority of voting not to be with one constituency.
   College Council membership provided as good example in balance of membership.
   It was also suggested Planners not be voting members.
   Volunteers for workgroup to discuss membership was suggested. Dr. Davis, Ms. Pham and Mr. Rutan volunteered. Ms. Duenez will send inquiry to committee for volunteers to meet before next scheduled meeting.
   No action taken. Membership will be placed on next meeting agenda.

VI.   **COMMITTEE GOALS & ACCOMPLISHMENTS - Information / Discussion**
   a. *Review Results of the 2022 RSCCD Participatory Governance Committee Survey – Information/Discussion
   Ms. Pham provided brief review of survey results.
   b. *Review 2021-2022 Committee Goals and Evaluate Accomplishments
   c. *Creation of Committee Goals for 2022-2023
   Items b. and c. discussed during item V.
   Goal for 2022-23: have appropriate membership to committee. Committee Goals & Accomplishments will be placed on next meeting agenda.

VII.   ***GRANT DEVELOPMENT SCHEDULE – Information**
   Ms. Santoyo provided brief review of schedule.

VIII.   **OTHER**
   a. Meeting schedule - December
   Committee to possibly meet on December 14 instead of December 21 due to the proximity of winter recess and vacation scheduled.
   Ms. Duenez will send committee inquiry on availability to meet on December 14th.

   Dr. Davis adjourned the meeting at 5:13pm.

attachment provided

Approved:_____

PLANNING AND ORGANIZATIONAL EFFECTIVENESS COMMITTEE

The Planning and Organizational Effectiveness Committee is the district-level planning and accreditation oversight and coordinating committee that makes recommendations to District Council.

Responsibilities	Proposed Membership	Campus
1. Coordinate the development and monitor implementation of the RSCCD Comprehensive Master Plan and the RSCCD Strategic Plan 2. Ensure that District planning processes follow the processes and timelines outlined in the RSCCD Planning Design Manual 3. Provide leadership for coordination of district and college planning activities 4. Prepare the annual Progress Report on the RSCCD Comprehensive Master Plan 5. Coordinate data to be presented at annual Board of Trustees planning activity 6. Coordinate accreditation activities between colleges and District Services including the delineation of District/College Functions 7. Review institutional research activities and results 8. Review resource development initiatives	Vice Chancellor Educational Services or Designee (Co-chair)	Admin DO (1)
	Vice Chancellor Business Services or Designee	Admin DO (1)
	Executive Director, District Research, Planning & Institutional Effectiveness	Admin DO (1)
	Vice President, Academic Affairs	Admin SAC (1) SCC (1)
	Vice President, Student Services	Admin SAC (1) SCC (1)
	Vice President, Continuing Education (or designee)	Admin Alternate SAC/SCC (1)
	President of Academic Senate, one president shall serve as committee Co-chair for two-year term (alternating between the colleges)	Faculty SAC (1) SCC (1)
	Two faculty members appointed by each Academic Senate	Faculty SAC (2) SCC (2)
	A faculty member appointed by FARSCCD	Faculty DO (1)
	Three Classified representatives appointed by CSEA	Classified SAC (1) SCC (1) DO (1)
	Student representatives (when possible)	Student SAC (1) SCC (1)
	POE Resources • Assistant Vice Chancellor, Educational Services (DO) • Director of College Research (SAC) • Dean of Institutional Effectiveness, Library & Learning Support Services (SCC)	DO (1) SAC (1) SCC (1)

Planning and Organizational Effectiveness Committee
Evaluation of 2021-22 Committee Goals and Accomplishments & Creation of 2022-23 Goals

	2021-22 Committee Goals	2021-22 Committee Accomplishments	2022-23 Committee Recommended Goals
Goal 1	Oversee and guide the development of updating the districtwide Comprehensive Master Plan -- *Better alignment and integration of college strategic planning processes and the districtwide strategic planning process*		Oversee and guide the development of updating the districtwide Comprehensive Master Plan -- *Better alignment and integration of college strategic planning processes and the districtwide strategic planning process*
Goal 2	Complete second year progress report for the 2019-2022 RSCCD Strategic Plan and presentation to the Board of Trustees -- *Review of data for each strategic objective to ensure changes are made in a timely manner; thereby impacting outcome sooner, if needed*	Completed second year progress report for the 2019-2022 RSCCD Strategic Plan and presentation to the Board of Trustees -- *Review of data for each strategic objective monthly*	Need to complete final year progress report for the 2019-2022 RSCCD Strategic Plan
Goal 3	Oversee and guide the work of DEMW in building the enrollment management data warehouse, including completion of data dictionary, reports, and visual dashboards to encourage the use of data in districtwide planning	Oversee and guide the work of DEMW in building the enrollment management data warehouse, including completion of data dictionary, reports, and visual dashboards to encourage the use of data in districtwide planning	Continue to oversee and guide the work of DEMW in building the enrollment management data warehouse, including completion of data dictionary, reports, and visual dashboards to encourage the use of data in districtwide planning
Goal 4	Support the work of the Board Institutional Effectiveness Committee	Support the work of the Board Institutional Effectiveness Committee	Continue to support the work of the Board Institutional Effectiveness Committee
Goal 5	Communicate the RSCCD Functions/Mapping of Responsibilities to college and district employees to ensure everyone understands their roles and responsibilities for a more efficient and effective operation		Oversee the process of updating the RSCCD Functions/Mapping of Responsibilities for 2022-23 and communicate these functions throughout the district/colleges to ensure everyone understands their roles and responsibilities for a more efficient and effective operation

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: December 9, 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	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
					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 and Vice Presidents of Academic Affairs, 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	**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	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
		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.	1. Vice Chancellor, Educational Services; ITS & ES Assistant Vice Chancellors; and Exec. Dir Research, Planning & Inst. Effectiveness	**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.	

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		Collegial Consultation with the Academic Senate	
Chief Executive Officer		**Academic Senate President** *(As applicable; duplicate if needed for district-level I&EP)*	
Name:		Name:	
Signature or E-signature:	Date:	Signature or E-signature:	Date:

RSCCD Resource Development Grant Development Schedule

Grant	District/ College	RSCCD Goals	Due	Status	Expected Notification Date	Match	If awarded …	Institution- alization?	District/College authorized submission
Submitted									
Congressionally Directed Spending (Earmark) Feinstein and Padilla *$4.9 million*	SCC – Acting President Perez	#1, #2, #3 and #4	April 6, 2022	Submitted	November 2022	No	Implement local projects as proof-of-concept on establishing locally-led sustainable and equitable water treatment and management policies and practices to empower residents and youth to participate in civil efforts to address environmental challenges. In collaboration with the City of Orange, SCC's Water Utility Science students would have applied-learning/work-experience opportunities through local water management and usage projects.	No	No. Less than 1 week to submit for opportunity.
Congressionally Directed Spending (Earmark) Correa *$2.5 million*	SAC Dr. Annebelle Nery	#1, #2, #3 and #4	April 13, 2022	Submitted	November 2022	No	CTE pathways that start in non-credit courses (for CTE skill development and prep for credit programs, basic skills, English) and transition to credit certificate and degree programs. Develop these pathways for in-demand occupations and careers in the region to diversify the workforce and broaden engagement and access by marginalized populations. Collaborate with Workforce Development Boards to connect dislocated, under- and un-employed workers to career training that leads to in-demand jobs in the region.	No	No less than 1 week to submit for opportunity.

RSCCD Resource Development Grant Development Schedule

Grant	District/College	RSCCD Goals	Due	Status	Expected Notification Date	Match	If awarded …	Institution-alization?	District/College authorized submission
U.S. Department of Education Basic Needs for Postsecondary Students up to $950,000 over three years (estimated only 8 awards)	SAC – Dr. Hubbard SCC – Dr. Castro	Goals #1, #2, #3 and #4	October 3, 2022	Submitted	March 2023	No	Implement a systemic, evidence-based approach to addressing students' basic needs through cross-agency collaboration and community engagement to improve underserved students' academic achievement and completion rates.	No	Yes
National Science Foundation P4Climate $68,142 for SCC Sub-grantee of CSUF	SCC – Prof. Angela Daneshmand		October 20, 2022	Submitted	March 2023	No	Support undergraduate research opportunities for SCC geology students.	No	Yes
Song-Brown Nursing Grant $200,000	SAC – Assoc. Dean, Mary Steckler	Goals #3 and #4	November 15, 2022	Submitted	January 2023	No	These funds are to increase the program's capacity to serve more students by support a PT faculty member for clinical instruction, learning facilitators and a student services coordinator and clerk. All of these persons are already working in the department and supported by the current Song-Brown grant. A new award would continue to support this work.	No	Yes
December 2022									
California Community Colleges Chancellor's Office CA Apprenticeship Initiative – New and Innovative $120,000 – Planning Up to $1.5 million - Implementation	CEC – Lorena Chavez – Planning SAC – Larisa Sergeyeva, Chantal – Implementation Lamourelle – C SCC – Elizabeth Arteaga, Regina Lamourelle, Implementation	Goals #1, #2, #3 and #4	December 16, 2022	Writing	February 2023	No	CEC will investigate development of an HR apprenticeship. SAC and SCC will develop apprenticeship programs in Child Development.	Yes	Pending

California Community College Chancellor's Office

CAI New and Innovative Apprenticeships (Due December 16, 2022)
Purpose: Develop pre-apprenticeship and apprenticeship programs. Three tiers: Planning ($120,000), implementation (up to $500,000), and expansion (up to $500,000). Planning grants are for institutions that want to develop a program for an apprenticeship that isn't already approved by DAS (Division of Apprenticeship Standards). They are looking for apprenticeship programs to be developed in new areas.

National Science Foundation

IUSE (Improving Undergraduate STEM Education) (Due January 18, 2023)
Engaged Student Learning: $300,000 up to 3 years

Focus on design, development and research projects that involve creation, exploration or implementation of tools, resources, and models. Projects show high potential to increase student engagement and learning in STEM. Well-developed plans to study the student experience and evaluate student outcomes. Approaches include (representative list):

- Development of novel instructional methods
- Design and assessment of metrics to measure STEM teaching and learning
- Adaptation of learning environments
- Collaborations between 2- and 4-year institutions to develop innovative pathways

Institutional and Community Transformation: $300,000 up to 3 years

Focus on assessment of institutional needs, prior efforts to implement an early-stage project for significant research questions or large-scale evaluation efforts.

Grant Schedule

Summary Sheet of Positions related to grant and contract proposals

Site	Grant	Staff proposed in grant applications
CEC	CAI New and Innovative	<50% of Director, Special Programs Student Services Coordinator 200-300 hours for curriculum development
DO	Congressionally Directed Spending	Not known at this time.
SAC	Basic Needs Grant	Not known at this time.
	Congressionally Directed Spending	Not known at this time.
	Song-Brown Nursing	Student Services Coordinators Instructional Assistants.
	CAI New and Innovative	Student Services Coordinator Stipends for Master Teacher Mentors Peer Mentors (1 per college) Instruction to offer classes for the cohort of apprentices
SCC	CAI New and Innovative	Student Services Coordinator Stipends for Master Teacher Mentors Peer Mentors (1 per college) Instruction to offer classes for the cohort of apprentices