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, September 25, 2019
3:30pm-4:30pm - District Office – Santa Ana Room #103

I. **WELCOME**

II. **MINUTES FOR REVIEW AND APPROVAL** – August 28, 2019

III. **REPORT FROM DISTRICT COUNCIL –** September 16, 2019
   a. 2019-2022 STRATEGIC PLAN-to be submitted for approval at District Council's October 7th meeting

IV. **FOLLOW-UP & UPDATE ON IEPI PLAN**

V. **GUIDED PATHWAYS**
   a. Santiago Canyon College
   b. Santa Ana College

VI. **PLANNING AT THE COLLEGES**
   a. Santiago Canyon College
   b. Santa Ana College

VII. **GRANT DEVELOPMENT SCHEDULE –** Information

VIII. **OTHER**

NEXT MEETING: ***Wednesday, October 23, 2019***

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.

2013 – 2023 RSCCD Goals

RSCCD Goal 1
RSCCD will assess the educational needs of the communities served by RSCCD and will adjust instructional programs, offerings, and support services and will allocate resources as needed to optimize the alignment of students' needs with services and fiscal resources.

RSCCD Goal 2
RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnerships with educational institutions, public agencies, non-profit organizations, and business/industry/labor to collaboratively meet those needs.

RSCCD Goal 3
RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.

RSCCD Goal 4
RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

RSCCD Goal 5
RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.

PLANNING AND ORGANIZATIONAL EFFECTIVENESS COMMITTEE

draft MINUTES

Wednesday, August 28, 2019 -- 3:30pm-4:30pm

Present:
Michael DeCarbo, Melissa Govea, Dr. Marilyn Flores, Dr. Jeffrey Lamb, Cristina Morones, Enrique Perez, Nga Pham, Kristen Robinson, Roy Shahbazian, Mark Smith & Aaron Voelcker
Absent: Susana Arriaga, Claudia Del Valle, Yadira Rayo-Penaloza & Sarah Santoyo

Mr. Perez called meeting to order at 3:37pm.

I.   **MINUTES FOR REVIEW AND APPROVAL** – June 26, 2019
Mr. DeCarbo requested the 2019-2020 approved meeting dates be included in the June minutes.
It was moved by Ms. Pham, seconded by Mr. Smith to approve the amended June 26, 2019 minutes with abstentions from Mr. DeCarbo and Ms. Robinson.

Ms. Duenez reported that Ms. Yuri Betancourt has been appointed to serve as classified representative for SAC.

II.   **REPORT FROM DISTRICT COUNCIL –** August 26, 2019
Mr. Perez reported on the August 26th meeting. Mr. DeCarbo shared discussions related to FTES and BAM.

III. **UPDATE ON 2019-2022 STRATEGIC PLAN**
Ms. Pham provided a handout of the Strategic Plan with the condensed suggestions and work done from the May 10 Retreat. These are the short term goals from the 10 year goals with a yearly review of the data. There is a November presentation to the Board calendared on districtwide planning activities which will include updates to the 2019-2022 Strategic Plan. Ms. Pham requested approval on the revised plan.
It was moved by Mr. DeCarbo, seconded by Ms. Morones to adopt the updated Strategic Plan.
The Strategic Plan will be submitted to District Council for approval at the October 7th meeting.

IV.   **UPDATE ON IEPI PLAN**
Mr. Perez provided a handout and reported on the most updated plan. Discussion ensued; revisions were made to section A. Mr. DeCarbo suggested to meet with Ms. Pham on revisions and provide an update at the September meeting. Discussion ensued on section B.1. Clarify DO Role in Enrollment Management; if a taskforce or group is needed, how the district can serve as a better resource, representation from ITS and if the colleges have enrollment management committees. Further discussion on B.1. will take place at the September meeting. To assist with discussion and thought analysis, Mr. DeCarbo will draft four (4) questions and forward to the committee for review.
Mr. Perez will reach out to FRC for clarification on section C5.5.

V.   UPDATE ON FUNCTIONS / MAPPING OF RESPONSIBILITIES
Ms. Pham reported on revisions made from suggestions, comments received from the colleges and district. ==Ms. Pham== will forward a clean version of the Functions/Mapping of Responsibilities to committee members.

VI.   GUIDED PATHWAYS
a.   Santiago Canyon College
b.   Santa Ana College
Mr. Perez reported that an update will be provided at the 4:30pm Guided Pathways meeting following POE and invited all to attend.

VII.   PLANNING AT THE COLLEGES
a.   **Santiago Canyon College**
Mr. Voelcker reported on planning and rolling out their program review templates and documents and Ilumen training on strategic initiatives.
b.   **Santa Ana College**
Dr. Lamb reported on reconstituting the institutional effectiveness committee and the related 3 subcommittees, program review templates and the Inventive contract outcomes work with the curriculum specialists.

VIII.   GRANT DEVELOPMENT SCHEDULE – Information
Mr. Perez reported on the schedule.

IX.   OTHER
NEXT MEETING: ***Wednesday, September 25, 2019***

Mr. Perez adjourned the meeting at 4:35pm.

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: revised 09-18-19

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 Goals to College Master Plan Activities	POE	April 2019	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	• Completed
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	• Completed 1-4 • 5-6 results will be sent out after Strategic Plan approval at District Council 10/7/19 meeting
A. Strategic Planning	3. Update Function Map	POE	Fall 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	• Completed and approved by POE 08/28/19

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 Districtwide Strategic Plan and Enrollment Management Plans	Presidents / Vice Presidents/ Perez	December 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)	• Will conduct after approval of RSCCD 2019-22 Strategic Plan
B. Enrollment Management	1. Clarify DO role in Enrollment Management	District Council	November 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	December 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	Fall 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	• Enrique to follow-up: tentative meeting with VP's
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 - completed 2. Discussions with FRC / DC completed - ongoing 3. Discussions with stakeholder unions completed –ongoing discussions with stakeholders through FRC and DC 4. Internal reviews completed and recommendations made to DC - ongoing 5. Minimum funding identified – minimum funding allocation to colleges based on ever changing SCFF model.	1. Consultant Board approved on Sept. 24, 2018 meeting. 2. Discussions in FRC/DC on-going 3. Continuing discussions and modeling based on ever changing SCFF Model.

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. Contract consultant 2. Conduct the review and study and document the findings 3. Discuss at FRC and DC 4. Recommend BAM improvements as needed 5. 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 6. Implement improvements based on findings of all three reviews (see also Objectives C.1 and C.2 above) 7. Establish schedule for evaluation and improvement going forward	1. Consultant contracted - completed 2. Review and study conducted, and findings documented - ongoing 3. Discussions completed – continuing due to SCFF model changes 4. Recommendations made - TBD 5. Implementation approach and schedule finalized - TBD 6. Improvements implemented according to schedule - TBD 7. Schedule for ongoing evaluation and improvement set – continuous as SCFF model changes	1. Consultant Board approved on Sept 24, 2018. 2. Due to the instability and continuous changes of the new SCFF statewide, we continue to adjust our internal draft BAM models. Unfortunately, we will not be able to recommend or finalize an internal revenue allocation model until the statewide SCFF model is stable. 3. FRC has decided to continue to utilize the old SB361 FTES revenue allocation model in 2018/19 and for the 2019/20 budget years.
C. Budget Allocation Model	4. Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets	Perez / POE	June 2019	1. Contract consultant to work with district / college leadership 2. Draft, refine, and obtain approvals for Plan 3. Implement plan and establish schedule for evaluation and improvement going forward	1. Consultant contracted 2. Approval for plan obtained 3a. Plan implemented 3b. 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**
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:

POE Committee Meeting – September 25, 2019

IV. Follow-Up & Update on IEPI Plan

B.1. Discussion Questions – Michael DeCarbo

1. What would be the function of a District Enrollment Management?
2. What are the goals and functions of the enrollment management plans at each college?
3. What would the District role be in supporting these plans (i.e. coordinated communication, target setting)?
4. What elements of enrollment management are not included in the respective colleges' enrollment management plans?
5. What coordinated efforts from the District would be valuable for the colleges' enrollment plans (i.e. analytics software, scheduling)?

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									
Humanities Initiatives at Community Colleges Or Humanities Initiatives at Hispanic Serving Institutions National Endowment of the Humanities ($100,000)	SCC – Cale Cramer and Rachel Petrocelli	Goal #4	7/12/19	Submitted	Late fall 2019	No	Implement a project to strengthen the Humanities through integration with applied learning programs, such as MUN or the Forensics teams.	Possible continued use of instructional content for humanities courses and programs	Yes
OC Community Foundation ($50-$100,000)	DO – Leila Mozaffari SAC – Christina Romero & Madeline Grant	Goals #2, #3, and #4	7/26/19	Submitted	December 2019	No	Workforce dev. project to move people into middle-skill jobs in health-care, adv. Manufac-turing, IT. Target groups: hs seniors, disconnected older youth, under-employed adults.	No	Yes
Late Summer/Fall (due dates not out yet)									
Student Support Services U.S. Department of Education $265,000/per year for up to 5 years (Student Support	SAC (2): Brenda Estrada: SSS-Vets Romelia Madrigal: SSS-Regular	Goals #1, #2 and #3	Expected to be due in spring 2020	Planning	June 2019	No	Provide wrap-around student support services to students at the college who are low-income, first-generation and/or academically at risk	No	Pending

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
Services may offer multiple programs for special populations: e.g., STEM majors, students with disabilities, ESL, teacher prep.)	SCC (4) LaKyshia Perez: SSS Reg Janis Perry: SSS-Teacher Prep Martin Stringer & STEM faculty: SSS-STEM Joseph Alonzo: SSS-Vets		Expected to be due late fall/early spring	Planning	June 2019	No	to attain ambitious achievement targets in persistence, GPA at 3.0 or greater, completion, transfer, and persistence to the 2nd year at four-year universities.		
March 2020									
National Science Foundation S-STEM Grant $650,000 over 3 years	SAC – Maria de la Cruz, Cathie Shaffer	Goals #1, #3 and #4	3/25/20	Planning	7/2020	No	Provide support services and scholarships for low-income students with high potential for success as STEM majors.	No	Pending

RSCCD Resource Development Grant Development Schedule

1) Plans for personnel to be hired by the grants listed above: please refer to attachments.

2) <u>GRANT OPPORTUNITIES</u>

CAREER EDUCATION

- **Advanced Technological Education**. $70,000 - $7.5 million. National Science Foundation. Funds for career education programs related to STEM, implementation of innovation and development of models that can be taken to scale. Applications are due 10/3/19.
    - Emphasis on 2-year college programs that focus on technicians for high-technology fields that drive nation's economy. Program involves partnerships with K12, other IHEs, and industry partners. Invites research proposals that advance knowledge related to technician education.

LIBRARY

- **Laura Bush 21st Century Librarian Grant (correction).** $50,000 - $1,000,000. Pre-application due 9/27/19; invitations for full proposals March 2020.

STEM

- **Advanced Technological Education**. $70,000 - $7.5 million. National Science Foundation. Funds for career education programs related to STEM, implementation of innovation and development of models that can be taken to scale. Applications are due 10/3/19.
    - Emphasis on 2-year college programs that focus on technicians for high-technology fields that drive nation's economy. Program involves partnerships with K12, other IHEs, and industry partners. Invites research proposals that advance knowledge related to technician education.

- **Improving Undergraduate STEM Education**. National Science Foundation. Applications are due 12/4/19.
    - **Exploration and Design**: Engaged Student Learning up to $300,000 for 3 years; Institutional and Community Transformation up to $300,000 for up to 3 years; - $3,000,000. National Science Foundation.
    - **Development and Implementation**: Engaged student learning up to $600,000 for up to 3 years; Institutional and Community Transformation up to $3 million for up to 5 years.
- **Research Experiences for Undergraduates.** $80,000 - $130,000/per year for three years. Applications due 8/17/20.
    - Supports active research participation by undergraduate students in STEM. Must involve students in meaningful ways in ongoing research programs or in research projects specifically designed for the REU program. Encouraged to engage 1st and 2nd year students as a means of recruiting/career exploration in STEM. Research training experience is paid as a stipend, not employment for a wage; although for administrative convenience, organizations may choose to issue payments to students through their payroll system.
- **Scholarship in STEM Program**. Up to $650,000. National Science Foundation. Scholarship funds for STEM majors. National Science Foundation. Applications are due 3/25/20.

Grant Schedule

Summary Sheet of Positions related to grant proposals

Site	Grant	Staff proposed in grant applications
SCC	Humanities Initiatives at Community Colleges	10% release Dr. Rachel Petrocelli 10% release Cale Crammer
SAC	National Science Foundation S-STEM	PT Coordinator Faculty release/stipends – scholarship selection, cohort support
DO	OC Community Foundation	Hourly instruction to teach autism program courses
SAC Foundation	OC Community Foundation	Unknown at this time
SAC	TRIO Student Support Services Program (**existing**)	Director 50% of 1 FTE Coordinator 100% Senior Clerk 100% Faculty hourly 4 hrs/wk x 28 wks Tutors 15 hrs/wk x 28 wks
SAC	TRIO Veterans Student Support Services Program (**existing**)	Director 50% of 1 FTE Coordinator 6% of 1 FTE Stud Prog Spec 19 hr/OG Senior Clerk 19 hr/OG Adjunct counselor 11 hrs/wk 52 wks Adjunct instructor 6 hrs/wk 18 wks
SCC	TRIO Student Support Services Program (**existing**)	Director 50% of 1 FTE Coordinator 100% Senior Clerk 19 hr/OG Faculty stipend $500 x 4
SCC	TRIO Student Support Services Program - Veterans (**new**) TRIO Student Support Services – Teacher Prep (**new**) TRIO Student Support Services – STEM (**new**)	Full-time Director or 50% director if split to cover another services program Support staff