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 26, 2018
Time: 3:30pm-5:00pm
District Office – Santa Ana Room #103

I. **MINUTES FOR REVIEW AND APPROVAL** – August 22, 2018 *(item attached)*

II. **REPORT FROM DISTRICT COUNCIL –** August 20 & September 17, 2018 - Enrique Perez

III. **IEPI PLAN –**Review - Enrique Perez *(item attached)*

IV. **POE 2018-19 COMMITTEE GOALS** *(item attached)*
   a. Committee Responsibilities & Membership – Review *(item attached)*
   b. District Wide Committees
   c. Assessment Committee

V. **2019-2022 STRATEGIC PLANNING RETREAT** – May 10, 2019
   a. Draft Agenda – Review
   b. Invitee List

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

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

VIII. **GRANT DEVELOPMENT SCHEDULE –** Information *(item attached)*

IX. **OTHER**

X. *NEXT MEETING:*   *Wednesday, October 24, 2018*

POE COMMITTEE MEMBERS:
Michael DeCarbo • Dr. Marilyn Flores • Dr. Jeffrey Lamb • Enrique Perez • Nga Pham • Kristen Robinson • Sean Small • Mark Smith
Aaron Voelcker • Monica Zarske

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
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Draft - Minutes

Wednesday, August 22, 2018 - 3:30pm-5:00pm
District Office – Santa Ana Room #103

MEMBERS PRESENT:
Michael DeCarbo, Dr. Marilyn Flores, Dr. Jeffrey Lamb, Enrique Perez, Aaron Voelcker, and Monica Zarske
Staff: Patricia Duenez
Not Present: Nga Pham, Kristen Robinson, Craig Rutan, Sean Small, and Mark Smith

Mr. Perez called meeting to order at 3:52pm

I. **MINUTES FOR REVIEW AND APPROVAL** – April 25, May 23 & June 20, 2018
It was moved by Mr. Voelcker, seconded by Dr. Flores and carried to approve the April 25, May 23, and June 20 minutes as presented.

II. **POE COMMITTEE -** Review
   a. Review Committee Responsibilities
   Discussion ensued. This item will remain as a standing item for future agenda's. Revisions was made to responsibilities.
   Action #1: Ms. Duenez will forward the IEPI PRT plan to Dr. Flores and Dr. Lamb.
   b. Review and Approve 2018-19 Committee Goals- Draft
   Discussion ensued. Revisions were made to goals #5 and #6. It was suggested 2018-2019 Committee Goals be a standing item for future agendas.
   It was moved by Ms. Zarske, seconded by Mr. DeCarbo and carried to approve the 2018-2019 Responsibilities as amended.
   c. Review Membership
   Discussion ensued. Revisions were made to membership. The Institutional Effectiveness Coordinator at SAC does not exist.
   Action #2: Dr. Lamb will identify name of Dean of Academic Affairs to add in place of IEC position.
   Action #3 Dr. Flores will identify name of CSEA rep. for SCC.
   Action #4 Mr. Perez will identify name of CSEA rep at district office and confirm rep for SAC and follow-up with ASG president's on who they appointed as POE rep.
   d. Appointment of Faculty Co-Chair
   Discussion ensued.

III.   **RSCCD MISSION STATEMENT –** Information
This item was for informational purposes.

IV.   **2019-2022 STRATEGIC PLANNING RETREAT**
a. Possible Dates: April 26, May 3, May 10 or other
b. Location: Bower Museum
c. Create Agenda: Review Draft
Discussion ensued on dates, location and agenda items. It was suggested that the design manual should include operational definitions. This item will be placed on next meeting's agenda.
Action #6 Patricia will send tentative retreat dates to the committee and the Planning Design Manual to Dr. Lamb.

V.   **REVIEW FUNCTION MAPPING –** Information
This item was for informational purposes.

VI.   **GUIDED PATHWAYS**
a. Santiago Canyon College
Mr. DeCarbo reported on Center of Retreat, resolution to adopt, and feedback requested from the workgroup and seeking approval from College Council at next meeting.
b. Santa Ana College
Ms. Zarske reported on meetings over the summer, Friday's convocation will be more dedicated to Guided Pathways as well as workshops dedicated to Guided Pathways.

VII.   **PLANNING AT THE COLLEGES**
a. Santiago Canyon College
Mr. Voelcker had no report. He and Dr. Flores updated Dr. Lamb on the different planning committees at SCC; EMP Cmte., PIE, and other committees.
b. Santa Ana College
Dr. Lamb provided an update on assessment work, operational approvals and Ilumen.

VIII.   **GRANT DEVELOPMENT SCHEDULE –** Information
Mr. Perez reviewed the grant schedule.

IX.   **OTHER**
Next meeting is scheduled for Wednesday, September 26, 2018.

Mr. Perez adjourned the meeting at 5pm.

Approved:_____

INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE

Participate I Collaborate I Innovate

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: 07-02-18

Name of Institution: RSCCD

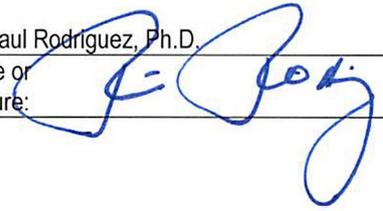| Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	1. Develop Matrix of District-wide Strategic Plan and Educational Master Plans	POE	December 2018	1. POE establishes sub-committee to work on matrix 2. Subcommittee creates, refines, and obtains approval of matrix 3. Disseminate information district-wide	1. Subcommittee set 2. Matrix created and approved 3. Matrix disseminated	
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	April /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	
A. Strategic Planning	3. Update Function Map	POE	December 2018	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	

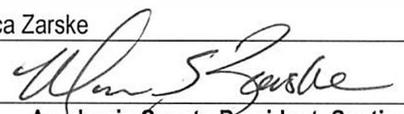|	Area of Focus		Objectives	Responsible Person(s)	Target Date for Achievement		Action Steps		Measure of Progress	Status As of Date:
A.	Strategic Planning	4.	Identify and Address Gaps Between District-wide Strategic Plan and Enrollment Management Plans	Presidents / Vice Presidents/ Perez	April/May 2019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

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 2. Review and study conducted, and findings documented 3. Discussions completed 4. Recommendations made 5. Implementation approach and schedule finalized 6. Improvements implemented according to schedule 7. Schedule for ongoing evaluation and improvement set	
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: 7/20/18	

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: 8/13/18
Academic Senate President, Santiago Canyon College *(As applicable; duplicate if needed for district-level I&EP)*
Name: Michael DeCarbo
Signature or E-signature: Date: 8/13/18

PLANNING AND ORGANIZATIONAL EFFECTIVENESS COMMITTEE

Committee Goals 2018-2019

1. Update the RSCCD Planning Design Manual to reflect current practices and processes.

2. Oversee the implementation and completion of the RSCCD IEPI-PRT Institutional Innovation and Effectiveness Plan.

3. Complete the 2016-2019 RSCCD Strategic Plan that includes assessment, narrative, presentation, and distribution of the report to the Board of Trustees and the colleges/district communities.

4. Create the 2019-2022 RSCCD Strategic Plan that includes an environmental scan, alignment of college and district objectives to the 2013-2023 RSCCD Goals, as well as quantitative metrics for assessment.

5. ~~Ensure integration of clearer~~ Clarify responsibilities between the Fiscal Resources Committee (FRC) and the Planning and Organizational Effectiveness Committee (POE).

6. In regards to accreditation, ~~E~~ensure district governance committees complete their responsibilities. ~~understand their respective roles in accreditation so they may serve as a support to the colleges~~.

Revised 082218

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

Committee	Responsibilities	Membership
Planning and Organizational Effectiveness	Coordinate the development ~~Develop~~ and monitor implementation of the RSCCD Comprehensive Master Plan and the RSCCD Strategic Plan Ensure that District planning ~~processes~~ follow the processes and timelines outlined in the RSCCD Planning Design Manual Provide leadership for coordination of district and college planning activities Prepare the annual Progress Report on the RSCCD Comprehensive Master Plan Coordinate data to be presented at annual Board of Trustees planning activity Coordinate accreditation activities between colleges and District Services including the delineation of District/College Functions Review institutional research activities and results Review resource development initiatives	• ~~Executive~~ Vice Chancellor~~, Human Resources &~~ Educational Services (chair) • Assistant Vice Chancellor, Educational Services • RSCCD **Executive** Director of Research, **Planning & Institutional Effectiveness** • Vice President, Academic Affairs, Santa Ana College • Vice President, Academic Affairs, Santiago Canyon College • ~~Institutional Effectiveness Coordinat~~or, **Dean of Academic Affairs** Santa Ana College (or designee) • ~~Assistant~~ Dean of Institutional Effectiveness & Assessment ~~Learning Support~~ **Library & Learning Support Services**, Santiago Canyon College • ~~Two faculty members appointed by each~~ President Academic Senate, Santa Ana College & Santiago Canyon College (or designee) • A faculty member appointed by FARSCCD • Three Classified representatives appointed by CSEA (District Office, Santa Ana College & Santiago Canyon College) • ~~One of the faculty representatives shall~~ serve as committee (co-chair) (2-year term) • Student representatives (SAC, **and** SCC, ~~when possible)~~

revised 08-22-18

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									
*AB 798: California College Textbook Affordability Act $50,000 *Competitive*	SAC: Cherylee Kushida	Goals #1, #3, and #4	6/30/18	Submitted	August 2018	No. NOTE: No indirect allowed.	Increase use of Open Educational Resources to reduce/eliminate textbook costs.	Yes. Keep using OER in identified courses.	Yes
*GEAR UP (Gaining Early Awareness & Readiness for Undergraduate Programs) U.S. Department of Education $700,000/yr for 5 years *Competitive*	SAC: Alicia Kruizenga SAC sub-award of UCI	Goals #1, #2, and #4	7/13/18	Submitted	September 2018	Yes 50%	Provide student cohorts in SAUSD with support and academic services to increase academic performance and college readiness. Program will start with entire classes of 6th/7th graders and continue services in each sub-subsequent grade up to 1st year of college.	Key strategies that show significant impact are expected to be sustained in some form.	Need to check with project director on approval status
*Humanities Initiatives at Community Colleges (National Endowment for the Humanities) $100,000 each program *Competitive*	SCC: Marilyn Flores, Cale Crammer	Goal #1, #3 and #4	7/19/18	Submitted	December 2018	No	Engage students in enriched MUN and Speech and Debate activities to strengthen the application of knowledge and skills of the humanities disciplines.	No	Yes
*Child Care Means Access in Schools U.S. Department of Education $45,000 *Competitive*	DO – Janneth Linnell	Goal #1, #2, #3 and #4	7/24/18	Submitted	October 2018	No	Add additional child care spots for low-income student-parents at SCC's Child Development Center.	No	Yes

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
GO-Biz Technical Assistance Expansion Program Governor's Office of Business & Economic Development $250,000 *Competitive	DO – Ruth Cossio-Muniz	Goal #2	8/16/18	**Update: Awarded $100,000**	October 2018	Yes. 1:1. Match met through federal SBDC & other grant funding.	Provides support for expansion of SBDC services yielding increased outcomes through consultation and training provided to prospective and existing small businesses.	No	Yes
College Promise Initiative SAC - $538,158 SCC - $585,127 Non-competitive	District	Goals #3 and #4	Participation form from the District due 9/1/18	Submitted	N/A	None	To qualify for funding: college must partner with an LEA to establish an Early Commitment to College Program and to improve college readiness & reduce remediation; use evidence-based multiple measures; participate in CCC Guided Pathways Program; ensure students complete FAFSA and CalGrant/Dream apps; participate in Federal Direct Student Loan program. Implement activities and provide services to increase college readiness, completion & transfer, and eliminate achievement gaps.	No	Yes
Tobacco-Free College Program Truth Initiative $20,000 *Competitive	SCC – Beth Hoffman	Goals #1 and #2	9/13/18	Submitted	December 2018	No.	Engage and mobilize students to create support for implementing a 100% smoke- or tobacco-free policy	Yes	Yes

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
December/January									
General Child Care and Development (CCTR) California Department of Education	DO – Janneth Linnell	Goal #2	December 2018	Planning	March 2019	Unknown at this time	Expand services for full-day/full-year infant and toddler care	No	Pending
Upward Bound U.S. Department of Education $265,000/per year for up to 5 years (expected that Upward Bound may offer multiple programs for special populations: e.g., STEM majors, students with disabilities, ESL, teacher prep.	SAC – Brenda Estrada, Romelia Madrigal	Goals #1, #2 and #3	Likely due December 2018	Planning	June 2019	No	Provide college readiness services to low-income, first-generation and academically at-risk youth at feeder high schools.	No	Pending
	SCC – John Hernandez, LaKyshia Perez, Loretta Jordan		Likely due December 2018	Planning	June 2019	No			

Upcoming Grant Opportunities

- o U.S. Department of Labor, *Scaling Apprenticeship Through Sector-Based Strategies*. $1-$12 million. Eligible applicants include an institution of higher education representing a consortium of institutions of higher education, or a state system of higher education, such as a community college system. 10/16/18.

- o National Science Foundation *Improving Undergraduate STEM Education* (Development proposals due December 2017 and December 2018; Exploration and Design proposals due from October 2017 through October 2018). Sent info to the President, CIO and Dean, Math & Science at each college.