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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

A G E N D A

Wednesday, March 27, 2019

3:30pm-4:30pm - District Office – Santa Ana Room #103

- I. INTRODUCTION OF NEW MEMBERS**
- II. MINUTES FOR REVIEW AND APPROVAL** – February 27, 2019
- III. REPORT FROM DISTRICT COUNCIL** – March 4, 2019
- IV. IEPI PLAN** – Update
- V. VISION FOR SUCCESS** – Update and Presentation to the Board (April 29, 2019)
- VI. 2019-2022 STRATEGIC PLANNING RETREAT** – May 10, 2019
 - a. Draft Agenda – Review
- VII. GUIDED PATHWAYS**
 - a. Santiago Canyon College
 - b. Santa Ana College
 - c. Districtwide Committee
- VIII. PLANNING AT THE COLLEGES**
 - a. Santiago Canyon College
 - b. Santa Ana College
- IX. GRANT DEVELOPMENT SCHEDULE** – Information
- X. OTHER**

NEXT MEETING:

Wednesday, April 24, 2019

POE COMMITTEE MEMBERS:

Susana Arriaga • Michael DeCarbo • Claudia Del Valle • Dr. Marilyn Flores • Melissa Govea • Dr. Jeffrey Lamb • Cristina Morones • Enrique Perez
Nga Pham • Yadira Rayo-Peñaloza • Kristen Robinson • Sarah Santoyo • 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, February 27, 2019 - Time: 3:30pm-5:00pm

MEMBERS PRESENT:

Michael DeCarbo, Claudia Del Valle, Dr. Marilyn Flores, Melissa Govea, Dr. Jeffrey Lamb, Enrique Perez, Nga Pham, Yadira Rayo-Penalosa, Kristen Robinson, Sarah Santoyo, Mark Smith & Aaron Voelcker

Staff: Patricia Duenez

Guest: Daniel Gonzalez, SAC ASG

Not Present: Monica Zarske

Ms. Pham called meeting to order at 3:36pm.

I. INTRODUCTION OF NEW MEMBER

Ms. Rayo-Penalosa and Mr. Gonzalez were introduced as representatives from SAC ASG.

Dr. Flores will follow-up on student representation from classified and ASG.

3:38pm *Dr. Lamb arrived at this time.*

II. MINUTES FOR REVIEW AND APPROVAL – January 23, 2019

It was moved by Mr. Voelcker, seconded by Mr. Smith to approve the January 23 minutes. Three abstentions from Dr. Flores, Ms. Rayo-Penalosa & Mr. Gonzalez as they were not present at the January 23 meeting.

III. REPORT FROM DISTRICT COUNCIL – January 28, 2019 (additional handout)

A copy of the draft District Council Minutes were provided as a handout.

Ms. Pham provided a brief overview and reported that all Governance Committees completed their assignment in preparation to the Planning Retreat of reviewing assigned pages of the current District Design Planning Manual.

IV. IEPI PLAN – Update

Ms. Pham reviewed the recent updates as highlighted on the plan. Discussion ensued. Planning and timelines are being aligned for the May 10 Retreat and for the 2019-2022 Enrollment Management.

4:20pm *Mr. DeCarbo and Mr. Perez arrived at this time.*

It was requested that Enrollment Management be added to the retreat agenda. **Ms. Pham** will update the agenda.

There was discussion on what the colleges need from the district to improve and make informed decisions on the EMP and what the ask or need is.

It was requested that ‘District’s Role in Enrollment Management’ be added to the agenda for the next committee meeting. **Ms. Duenez** will follow-up on the agenda.

POE COMMITTEE MEMBERS:

Michael DeCarbo • Claudia Del Valle • Dr. Marilyn Flores • Melissa Govea • Dr. Jeffrey Lamb • Enrique Perez • Nga Pham • Yadira Rayo • Kristen Robinson
Sarah Santoyo • Mark Smith • Aaron Voelcker • Monica Zarske

Mr. Perez to reach out to Dr. Lamb, Dr. Flores, Mr. DeCarbo and Ms. Zarke for follow-up.

V. VISION FOR SUCCESS – Update and Presentation to the Board (April 29, 2019)

SAC: Dr. Lamb & Janice Love will be presenting.

SCC: Dr. Flores and Mr. Voelcker will be presenting.

Ms. Pham will connect with the college presenters for the April 29th Board meeting.

VI. 2019-2022 STRATEGIC PLANNING RETREAT – May 10, 2019

a. Draft Agenda – Review

Ms. Pham reported on the subcommittee meeting from February 4th, the planning activities, pending assignments with the chairs, co-chairs and group work with governance committees, deadlines and reminder emails.

VII. GUIDED PATHWAYS

a. Santiago Canyon College

Mr. DeCarbo provided a brief report on the clusters and meetings of clusters.

b. Santa Ana College

Dr. Lamb reported on attending the Guided Pathways Institute #5, understanding student learning; and the need for staff and faculty professional development, implementation teams and plans.

c. Districtwide Committee

Mr. Perez provided a brief overview of the purpose for the Districtwide Committee meeting and members. Mr. Perez will reach out to suggested members for their availability to March 27.

VIII. PLANNING AT THE COLLEGES

a. Santiago Canyon College

Mr. Voelcker reported on the EMP committee meeting, data from the Vision for Success portal dashboard, meeting and voting, the ‘All Call’, resource allocation and preparation for the Board presentation on April 29.

b. Santa Ana College

Dr. Lamb reported on Deans-Resource Allocation, the plan on adding the Institutional Effectiveness Group to the college governance structure, re-invigorating work on outcomes assessment planning and the Strategic Enrollment Management.

IX. GRANT DEVELOPMENT SCHEDULE – Information

Ms. Santoyo provided a review of the Grant Schedule, a review of the need for the additional column of personnel required to be hired for the grants and the Appendix attached. Institutionalization and grant funded positions were discussed.

X. DISTRICT SERVICES SATISFACTION SURVEY/PLANNING PORTFOLIOS - Information

Ms. Pham will send out the survey sometime in the next two weeks.

XI. OTHER

None.

XII. NEXT MEETING: *Wednesday, March 27, 2019*

Ms. Pham adjourned the meeting at 5:10pm.

Approved: _____



INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE
Participate | Collaborate | Innovate

**Institutional Effectiveness Partnership Initiative
 Partnership Resource Teams
 Institutional Innovation and Effectiveness Plan**
 Date: revised 2-27-19 (from POE 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 Goals to College Master Plan Activities	POE	April 2019	<ol style="list-style-type: none"> POE establishes sub-committee to work on matrix Subcommittee creates, refines, and obtains approval of matrix Disseminate information district-wide 	<ol style="list-style-type: none"> Subcommittee set Matrix created and approved Matrix disseminated 	<ul style="list-style-type: none"> Nga, Jeff, Aaron will align District Goals to SAC/SCC goals and Vision for Success Goals
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	<ol style="list-style-type: none"> Set date for retreat Invite all participatory governance committees Develop communication plan to disseminate information on retreat (purpose, etc.) Hold retreat Document and disseminate results Incorporate findings into planning processes at DO, SAC, and SCC 	<ol style="list-style-type: none"> Date set Invitations issued Communication plan finalized Retreat held Results disseminated Retreat findings incorporated into all three planning processes 	<ul style="list-style-type: none"> May 10, 2019 retreat Invitations sent 1st week of December 2018 Assignments will be sent ahead of retreat for review of data/information Sub-committee planning the day & pre-retreat work

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	3. Update Function Map	POE	May 2019	<ol style="list-style-type: none"> 1. POE establishes sub-committee to work on updates 2. Subcommittee updates and obtains approval of updates 3. Disseminate information district-wide 	<ol style="list-style-type: none"> 1. Subcommittee set 2. Function map updated and approved 3. Function map disseminated district-wide 	<ul style="list-style-type: none"> • VP Academic Affairs coordinate for SAC/SCC • Nga coordinates for DO • Colleges/DO will review everyone's input for final draft and then to POE and DC
A. Strategic Planning	4. Identify and Address Gaps Between 2019-22 District-wide Strategic Plan and Enrollment Management Plans	Presidents / Vice Presidents/ Perez	December 2019	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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	District Council	November 2019	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Committee set 2. Discussions completed 3. DO role in EM district-wide disseminated 4. DO role incorporated 	

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Enrollment Management	2. Acquire Predictive Analytics Software and Integrate into Enrollment Management Processes	POE	June 2019	<ol style="list-style-type: none"> 1. Begin conversation at POE as to: <ol style="list-style-type: none"> (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 	<ol style="list-style-type: none"> 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 	
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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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 	

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
C. Budget Allocation Model	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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 	<p>1.Consultant contracted</p> <p>2. Discussion in FRC/DC on-going</p>
C. Budget Allocation Model	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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 	<p>1.Consultant contracted</p>
C. Budget Allocation Model	<ol style="list-style-type: none"> 4. Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets 	Perez / POE	June 2019	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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 <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	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 <i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Monica Zarske	
Signature or E-signature:	Date:
Academic Senate President, Santiago Canyon College <i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Michael DeCarbo	
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-ization?	District/College authorized submission
Submitted									
<i>Scaling Apprenticeships through Sector-Based Strategies Department of Labor (\$120,000/yr for 4 years)</i>	District sub-awardee in national proposal - Dr. Davis	Goals #1, #2 and #4	10/16/18	Submitted	Spring 2019	No	District would work with LA and OC colleges to develop IT apprenticeship programs, and would benefit from additional business & workforce development partners.	No	Yes
<i>Early Head Start Expansion of Community Partnerships U.S. Department of Education \$1+ million</i>	DO – MyLe Pham	Goals #1 and #2	11/30/18	Submitted	May 2019	25% to be provided by state-fund Child Dev grants, by contribution by SAUSD, and unclaimed indirect.	In partnership with SAUSD, DO Child Development would increase capacity and serve more children.	No	Yes
<i>Song-Brown Capitation Office of Statewide Health Planning and Development \$200,000/yr x 2 years</i>	SAC – Becky Miller	Goals #3 and #4	12/3/18	Submitted	April 2019	No	Improve disadvantaged and under-represented students' completion of the nursing program.	No	Pending
<i>General Child Care and Development (CCTR) California Department of Education</i>	DO – Janneth Linnell	Goal #2	12/18/18	UPDATE: received high score, may make cut-off	March 2019	Unknown at this time	Expand services for full-day/full-year infant and toddler care	No	Yes

RSCCD Resource Development Grant Development Schedule

Grant	District/College	RSCCD Goals	Due	Status	Expected Notification Date	Match	If awarded ...	Institution-ization?	District/College authorized submission
<i>Currently and Formerly Incarcerated Students Reentry Program (\$100,000 per award, over 2.5 years)</i>	SAC – Jim Kennedy, Lorena Chavez	Goals #1, #2, #4	1/31/19	UPDATE: Awarded	3/15/19	50% match. Can be met by WIOA funds.	Provide college and career pathways and reentry services for formerly and currently incarcerated persons.	Yes	Yes
	SCC – Lori Fasbinder			UPDATE: Awarded					Yes
March 2019									
<i>California Education Learning Lab \$1 - \$1.5 million</i> <i>Carnegie Mellon University is the applicant, SAC would be a sub-award</i>	SAC – Cherylee Kushida	Goals #1, #2 and #4	3/15/19	Writing	5/30/19	No	The purpose of the grant is to incorporate learning science and adaptive learning technology into the curriculum. SAC would implement a project to expand and strengthen its OER.	No	Pending
Improving Online CTE Pathways	SAC – Cherylee Kushida SCC – Von Lawson	Goals #1, #3, and #4	LOI 3/15/19 Application due 5/1/19	Writing	June 2019	No	Create/improve online CTE certificate programs, using regional priorities as a guide.	Yes. Online CTE courses would cont. to be offered 3-5 years.	Pending

RSCCD Resource Development Grant Development Schedule

Grant	District/College	RSCCD Goals	Due	Status	Expected Notification Date	Match	If awarded ...	Institution-ization?	District/College authorized submission
Late Summer/Fall									
<i>Student Support Services</i> <i>U.S. Department of Education</i> <i>\$265,000/per year for up to 5 years</i> <i>(Student Support Services may offer multiple programs for special populations: e.g., STEM majors, students with disabilities, ESL, teacher prep.)</i>	SAC (2): Brenda Estrada: SSS-Vets Romelia Madrigal: SSS-Reg	Goals #1, #2 and #3	Delayed due to federal gov shutdown	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 to attain ambitious achievement targets in persistence, GPA at 3.0 or greater, completion, transfer, and persistence to the 2 nd year at four-year universities.	No	Pending
	SCC (4) LaKyshia Perez: SSS Reg Janis Perry: SSS-Teacher Prep Martin Stringer & STEM faculty: SSS-STEM Joseph Alonzo: SSS-Vets		Delayed due to fed gov shutdown	Planning	June 2019	No			
<i>Art Works National Endowment for the Arts</i>	SAC – theater faculty, Christina Romero	Goals #1, #2	7/11/19	Considering	April 2020	Checking	Produce an Art Work that invite dialogue, foster mutual respect for diverse cultures and beliefs, or that broaden our understanding of ourselves as individuals and society.	No	Pending
<i>National Science Foundation S-STEM (Scholarships for STEM Majors)</i>	SAC – George Sweeney, Cathie Shaffer	Goals #3 & #4	October 2019	Considering	Late Spring 2020	No	Provide up to \$10K scholarships per year to under-represented 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) GRANT OPPORTUNITIES

- **Improving Online CTE Pathways.** Individual awards may not exceed \$500,000, but there is no minimum. Funded by the California Virtual Campus – Online Education Initiative. Letters of Intent are due 3/15/19; Applications are due 5/1/19.
 - Program is designed to support online education interventions that produce meaningful improvement in online student education outcomes. One-time funding for competitive grants to community college district to develop online programs and courses that support: short-term, industry-valued certificates or credentials, or programs; or enable a student in a pathway developed by CA Online Community College to continue in a career pathway at an existing community college. Grants may be awarded to individual colleges or districts or multiple colleges and districts.
- **Improving Undergraduate STEM Education.** National Science Foundation. Applications are due 9/30/19.
 - **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.
- **Scholarship in STEM Program.** Up to \$600,000. National Science Foundation. Scholarship funds for STEM majors. National Science Foundation. Applications are due 3/27/19.
- **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.
- **High School Equivalency Program (HEP).** \$180,000-\$475,000.U.S. Department of Education. 4/9/19.
 - Assist eligible persons to obtain the equivalent of a diploma and subsequently be gainfully employed, enter into military service, or be placed into an IHE. Competitive Priorities: 1) Fostering flexible and affordable paths to obtaining knowledge and skills, 2) Consideration of prior experience (existing programs only).
- **Laura Bush 21st Century Librarian Grant (correction).** \$50,000 - \$1,000,000.The application is due 3/20/19; however, a required letter of intent was due 9/17/18. We have missed the first phase to submit an LOI. However, this is a cyclical program that has been offered every year. If 2019 is similar to prior years, the grant should come up again in fall 2019.