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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 26, 2025, 3:30 pm – 5:00 pm**

<https://rscdd-edu.zoom.us/j/88439883333> OR dial 1-669-444-9171 / 884 3988 3333#

- I. CALL TO ORDER**
- II. \*APPROVAL OF MINUTES – Action**
  - a. February 26, 2025, regular meeting
- III. DISTRICT COUNCIL - Information**
  - a. Previous meeting: Monday, March 3, 2025
  - b. Next meeting: Monday, April 21, 2025
- IV. \*PROPOSED CHANGES TO PLANNING DESIGN MANUAL – FIRST READING - Information / Action**
- V. \*GRANT DEVELOPMENT SCHEDULE – Information**
  - a. New Resource Development Initiatives
- VI. OTHER**

*NEXT MEETING: Wednesday, April 23, 2025, 3:30 pm -virtual by Zoom*

*\*attachment provided*

**POE COMMITTEE MEMBERS:**

Dr. Maria Aguilar Beltran • Matthew Beyersdorf • Litzy Chevez • Claire Coyne • Omar Hernandez • Tara Kubicka-Miller • Dr. Daniel Martinez • Veronica Munoz • Adam O'Connor • Dr. Jason Parks • Enrique Perez • Nga Pham • Roxana Pleitez • Craig Rutan

## 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.

### RSCCD Strategic Directions 2024 – 2032

1. Advance the Rancho Santiago Community College District as a proactive and future-focused institution of educational excellence that is equitable, student-centered, and outcomes-focused for the student of today and tomorrow.
2. Forge strategic partnerships to create innovative pathways, ensuring relevance, equity, and quality of life enhancement for students through intentional outreach and collaborative initiatives.
3. Develop streamlined, data-informed, innovative systems and processes that utilize cutting-edge technology and collaboration to support both the employee experience and student access and success.
4. Leverage diverse funding streams, provide comprehensive professional development, and support accessible virtual spaces and physical facilities to increase student success in an ever-changing educational environment.

<p style="text-align: center;"><b>SAC Mission</b></p> <p>Santa Ana College inspires, transforms, and empowers a diverse community of learners.</p>	<p style="text-align: center;"><b>SCC Mission</b></p> <p>Santiago Canyon College is an innovative learning community dedicated to intellectual and personal growth.</p>	<p style="text-align: center;"><b>DSO Roles and Functions</b></p> <p style="text-align: center;">Centralized Services District Operations Board / Board Committee Support Regional, State, &amp; External Roles</p>
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2024-2032 RSCCD Comprehensive Plan for the District - Board approved June 24, 2024

### 2024-2025 MEETING SCHEDULE

**Location: Zoom or DO-Conference Room TBD**

**Time: 3:30pm-5:00pm\***

*\*or as noted on agenda*

2024	2025
<i>July (dark-no meeting scheduled)</i>	Wednesday, January 22
Wednesday, August 28	Wednesday, February 26
Wednesday, September 25	Wednesday, March 26
Wednesday, October 23	Wednesday, April 23
<b>NEW DATE Wednesday, November 13</b> <i>(due to Thanksgiving holiday)</i>	Wednesday, May 28
Wednesday, December 18 <i>(due to winter break)</i>	Wednesday, June 25



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

**MINUTES**

**Wednesday, February 26, 2025, 3:30 pm – 5:00 pm**

**I. CALL TO ORDER/**

**II. INTRODUCTIONS**

Mr. Perez called the meeting to order at 3:33 pm.

Members present: Dr. Maria Aguilar Beltran • Litzy Chevez • Claire Coyne • Omar Hernandez • Dr. James Kennedy • Tara Kubicka-Miller • Dr. Jeffrey Lamb • Dr. Jason Parks • Enrique Perez • Craig Rutan • Sarah Santoyo • Dr. Larisa Sergeyeva • Aaron Voelcker

Guests: Iris Ingram, Dr. Daniel Martinez, Adam O'Connor

**III. \*APPROVAL OF MINUTES – Action**

a. January 22, 2025, regular meeting

It was moved by Ms. Coyne; seconded by Mr. Voelcker and carried with abstention from Ms. Kubicka-Miller, to approve the January 22, 2025, regular meeting minutes. Dr. Parks was not present at the vote.

**IV. DISTRICT COUNCIL - Information**

a. Previous meeting: Monday, February 3, 2025

b. Next meeting: Monday, March 3, 2025

As informational Mr. Perez and Mr. Rutan reported on action items from the February 3, 2025, District Council meeting.

**V. \*DISTRICT LEVEL PARTICIPATORY GOVERNANCE COMMITTEE MEMBERSHIP – PROPOSED CHANGES TO PLANNING DESIGN MANUAL - Information / Action**

a. **\*Planning & Organizational Effectiveness (POE) - Action**

b. \*Human Resources Committee (HRC) – Information

c. \*Fiscal Resources Committee (FRC) – Information

d. \*Physical Resources Committee (PRC) – Information

e. \*Technology Advisory Group (TAG) - Information

Membership to the Planning & Organizational Effectiveness (POE) Committee was moved by Mr. Rutan; seconded by Ms. Coyne to approve changes as proposed. Discussion ensued. Revision made to change membership from Assistant Vice Chancellor, Educational Services to Assistant Vice Chancellor, Fiscal Services (or designee) with clarification ‘or designee’ intended to be an administrator. The motion passed to approve changes, with abstention from Ms. Chevez and Mr. Hernandez.

**POE COMMITTEE MEMBERS:**

Dr. Maria Aguilar Beltran • Matthew Beyersdorf • Litzy Chevez • Claire Coyne • Omar Hernandez • Dr. Vaniethia Hubbard • Dr. James Kennedy • Tara Kubicka-Miller • Dr. Jeffrey Lamb • Veronica Munoz • Dr. Jason Parks • Enrique Perez • Nga Pham • Roxana Pleitez • Craig Rutan • Sarah Santoyo • Dr. Larisa Sergeyeva • Christopher Sweeten • Aaron Voelcker

**VI. \*RSCCD COMPREHENSIVE PLAN, DISTRICT SERVICES AND OPERATIONS PLAN & COLLEGE EDUCATIONAL PLANS – TIMELINE & QUARTERLY REPORT OUT - Information**

- i. June 25, 2025, POE Committee Meeting
  - ii. October 22, 2025, POE Committee Meeting
- Item VI as informational.

**VII. GRANT DEVELOPMENT SCHEDULE – Information**

- a. New Resource Development Initiatives
- Ms. Santoyo reported on the February grant schedule.

**VIII. OTHER**

Mr. Perez shared he will connect with Ms. Coyne on all changes to the Planning Design Manual and will bring back to POE for a recommendation to forward to District Council for approval.

The next is meeting is scheduled for Wednesday, March 26, 2025.

Mr. Perez adjourned the meeting at 4:09 pm.

*\*attachment provided*

# RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT PLANNING ~~DESIGN~~-MANUAL

Board Approved:

POE Approved Revision:

District Council Approved Revision:

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## **District Services and Operations-Office**

2323 N. Broadway  
Santa Ana, CA 92706  
[www.rsccd.edu](http://www.rsccd.edu)

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## **Santa Ana College**

1530 West 17th Street  
Santa Ana, CA 92706  
[www.sac.edu](http://www.sac.edu)

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## **Santiago Canyon College**

8045 East Chapman Avenue  
Orange, CA 92869  
[www.sccollege.edu](http://www.sccollege.edu)

# RSCCD MISSION STATEMENT

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The Rancho Santiago Community College District aspires to provide equitable, exemplary educational programs and services in safe, inclusive, and supportive learning environments that empower our diverse students and communities to achieve their personal, professional, and academic goals.  
~~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.~~



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# INTRODUCTION

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The Rancho Santiago Community College District (RSCCD) 2024-2032 2013-2023 Planning ~~Process Design~~ Manual is a guide to integrated institutional planning at the district level. The planning processes ensure broad participation in district-level planning and ~~to ensure~~ compliance with the Accrediting Commission for Community and Junior Colleges Standards on institutional planning.

The processes described in this ~~document manual~~ identify the ways that constituent groups participate in and contribute to student success through district-level long-term and short-term planning. This ~~document manual~~ begins with a description of the ~~Rancho Santiago Community College District (RSCCD) p~~Planning ~~Design~~process. Following this overview is a description of the purpose, process, and timeline for each component in the ~~p~~Planning ~~Design~~process.

Both of the RSCCD colleges, Santa Ana College (~~SAC~~) and Santiago Canyon College (~~SCC~~), have independent cycles of integrated planning in which the components are linked to one another, as well as to district-level planning. The college planning processes link to district planning in two ways:

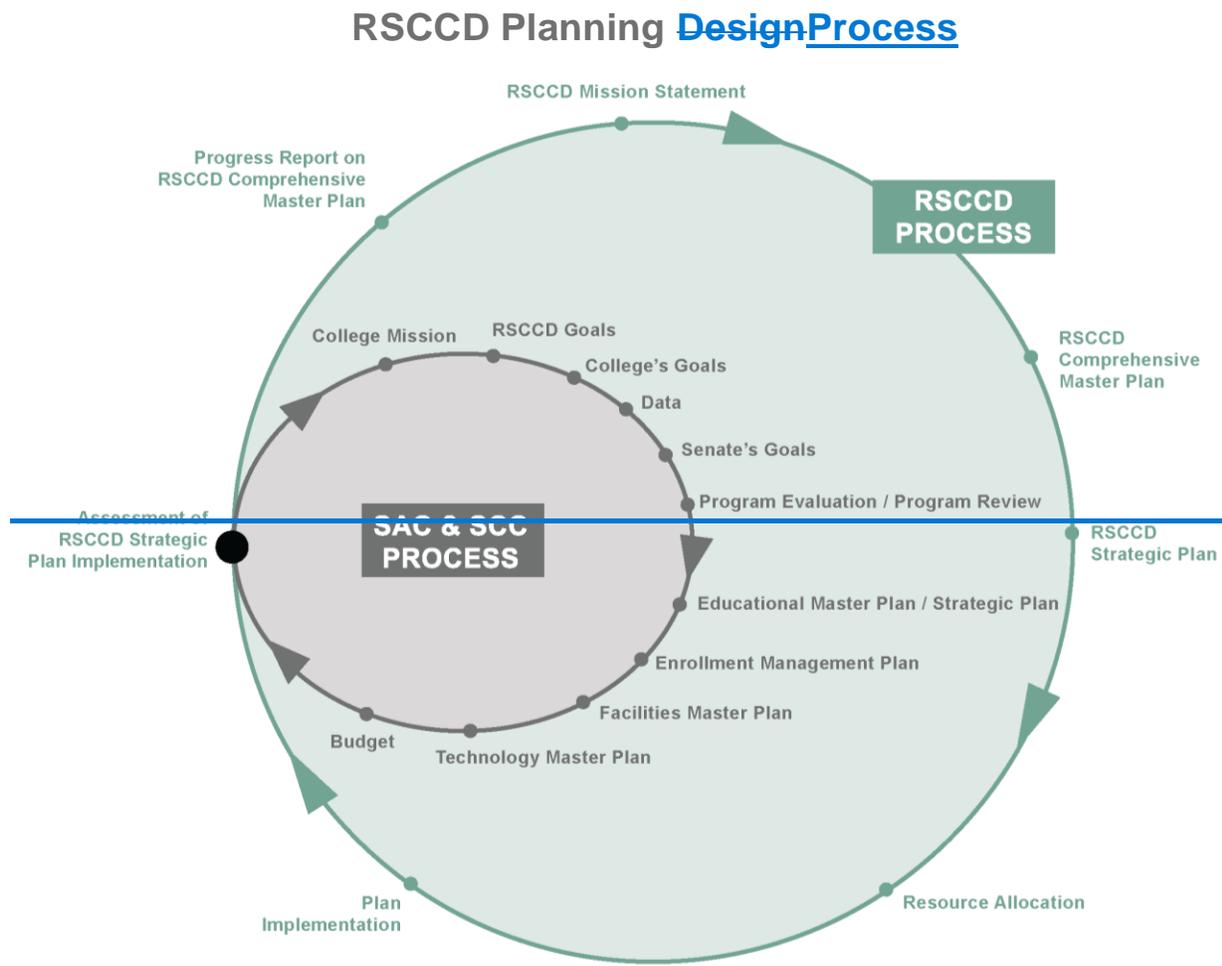
- The RSCCD ~~Goals Strategic Directions~~ are the foundation to planning at ~~SAC, SCC and the DSO. the two colleges.~~ Each ~~college~~ develops site-specific goals, objectives, and action plans that collectively contribute to the achievement of the RSCCD ~~Goals Strategic Directions~~.
- The annual Progress Report details progress on RSCCD ~~Goals Strategic Directions~~ and RSCCD Objectives as well as the ~~SAC, SCC and DSO colleges'~~ goals and objectives.

The ~~Rancho Santiago Community College District~~RSCCD 2024-2032 2013-2023 Planning ~~Process Design~~ Manual is reviewed ~~annually~~ to maintain credibility as a valuable resource. This annual update prepared by ~~POE the Planning and Organizational Effectiveness c~~Committee (~~POE~~) should reflect ~~s~~ minor changes, such as in descriptions, timelines, membership, or processes. At any time, substantive changes can be recommended through the governance processes. In addition to this annual review of content, the planning processes described in this ~~document manual~~ are evaluated at the end of the planning ~~408~~-year cycle. This assessment occurs as part of RSCCD's assessment of its decision-making processes. This timeline and assessment process is described in the "Assessment of Planning and Decision-Making Processes" section of this ~~document manual~~. Through these two review processes, one completed on an annual basis and one completed every ~~ten-eight~~ years, this ~~document manual~~ is maintained to reflect the inevitable changes in planning processes that are to be expected as part of RSCCD's cycle of continuous quality improvement.



## OVERVIEW OF THE PLANNING DESIGNPROCESS

The [RSCCD Planning Process Design](#) depicts how the components of district-level planning link to one another in a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. The district demonstrates institutional effectiveness and practices a cycle of continuous quality improvement through the systematic and routine implementation of the following planning processes. In this graphic and throughout this [document manual](#), RSCCD refers to the entire district collectively as an institution, encompassing the two colleges and [the District Services District Services and Operations](#). The graphic below is followed by a narrative explanation of the district-level planning processes.



- ▶ The **RSCCD Mission Statement** is the foundation of all planning processes because it describes the intended student population and the services that RSCCD provides to the community.
- ▶ The **RSCCD Comprehensive Master Plan** is informed by an analysis of effectiveness in which RSCCD compares its current status to the RSCCD Mission Statement (internal scans) and studies projected demographics changes in order to identify challenges and opportunities (external scans).

- ▶ Based on this analysis, the district develops and refines the [108](#)-year **RSCCD Comprehensive Master Plan**. This plan includes summaries of all institutional plans (educational and facilities master plans), developed by the [two colleges SAC, SCC, the DSO](#) and the districtwide data. Through the process of developing and refining the comprehensive [master](#) plan, the district collaboratively develops RSCCD [Goals Strategic Directions](#) to describe how it intends to address the identified current and anticipated challenges. As depicted in the [RSCCD Planning Design Process](#), these RSCCD [Goals Strategic Directions](#) are part of the foundation for planning at [SAC, SCC and the DSO.the two colleges](#).
- ▶ ~~The RSCCD Goals are also used to develop RSCCD Objectives presented in the tri-annual RSCCD Strategic Plan. RSCCD Objectives describe specific initiatives that require the collaboration and coordination of administrators, faculty, and staff across the district in order to move toward achievement of the RSCCD Goals. In addition to the RSCCD Objectives, each site also develops initiatives that contribute to the achievement of RSCCD Goals. These initiatives are documented in the colleges' Education Master Plans and in the District Services District Services and Operations Planning Portfolios.~~
- ▶ Annually, all general funds coming into the district are dispersed to the colleges and [District Services District Services and Operations](#) based on formulas that reflect the Student Center Success Center Formula. Following that allocation, each college and [District Service DSO](#) uses independent processes for **Resource Allocation** to ensure that the initiatives identified in their respective plans are appropriately funded to the extent possible.
- ▶ Upon annual resource allocation, the next step in the [Planning Design planning process](#) is **Plan Implementation**, which refers to work by the responsible parties to complete the RSCCD Objectives outlined in the RSCCD [Strategic Plan Comprehensive Plan](#).
- ▶ ~~The Assessment of RSCCD Strategic Plan Implementation is consolidated and documented in the annual report on Planned Activities. This document both summarizes the current achievements and informs the district's planning efforts.~~

The components of the [Planning Design planning process](#) summarized in this overview and described in this manual are evaluated on a [ten](#)-year cycle along with the evaluation of the collaborative decision-making processes at the district level.



## RSCCD DISTRICT-LEVEL PLANNING COMMITTEES

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There are six participatory governance committees involved in planning at the district level.

The District Council serves as the primary participatory governance body that is responsible for district-wide planning activities including developing planning and budgetary recommendations that are submitted to the Chancellor and Board of Trustees.

The following five district-level participatory governance committees support the work of the District Council:

- ▶ Planning and Organizational Effectiveness
- ▶ Fiscal Resources
- ▶ Human Resources
- ▶ Physical Resources
- ▶ Technology Advisory Group

The responsibilities and membership for each of these committees is described in Appendix 3 of this document. When necessary, appointing of appropriate designee is allowed.

# RSCCD MISSION STATEMENT

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The RSCCD Mission Statement is the touchstone for planning processes across the district because it describes the intended student population and the services that RSCCD provides to the community .

The Rancho Santiago Community College District aspires to provide equitable, exemplary educational programs and services in safe, inclusive, and supportive learning environments that empower our diverse students and communities to achieve their personal, professional, and academic goals.

Approved by the Board of Trustees on June 13, 2022

~~RSCCD established its first district-wide mission statement in fall 2012.~~

~~*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.*~~

The cycle for reviewing and possibly revising the district-wide mission statement is every three years.



# PROCESS FOR REVIEWING THE MISSION STATEMENT

## SEPTEMBER

The Board of Trustees charges the Chancellor with developing and implementing a process for a district-wide review of the RSCCD Mission Statement.

In collaboration with the District Council, the Chancellor distributes a district-wide request asking faculty, staff, and students to suggest changes to the RSCCD Mission Statement along with a justification or rationale for the suggestion.



## OCTOBER

The District Council reviews the suggested changes and either recommends reaffirmation of or revisions to the RSCCD Mission Statement. If major revisions are warranted, District Council assigns a workgroup to evaluate the suggested revisions and prepare a single recommended revision to the RSCCD Mission Statement.



## NOVEMBER

The District Council solicits feedback district-wide regarding the reaffirmation of or recommended modifications to the RSCCD Mission Statement.



## DECEMBER

Based on the feedback, the District Council makes a recommendation to the Chancellor. The recommendation is either an affirmation of the current RSCCD Mission Statement or suggested revisions to the RSCCD Mission Statement.



## JANUARY

The Chancellor considers the District Council's recommendation. If approved, the revised or reaffirmed RSCCD Mission Statement is recommended to the Board of Trustees for approval.

If the Chancellor does not approve the recommended reaffirmation of or revision, collaboration and compromise with the District Council continues until approved. Once agreement is reached, the Chancellor recommends the reaffirmed or revised RSCCD Mission Statement to the Board of Trustees for approval.

# RSCCD COMPREHENSIVE ~~MASTER~~ PLAN

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~~The eight-year RSCCD Comprehensive Plan sets the strategic direction for RSCCD as a whole, including Santa Ana College, Santiago Canyon College, and District Services and Operations. It is one of four plans across the district which include:~~

- ~~• [RSCCD Comprehensive Plan \(CP\) 2024-2032](#)~~
- ~~• [Santa Ana College Comprehensive Educational Plan \(CEP\) 2024-2028](#)~~
- ~~• [Santiago Canyon College Comprehensive Educational Plan \(CEP\) 2024-2032](#)~~
- ~~• [District Services and Operations Plan \(DSO\) 2024-2028](#)~~

~~As the RSCCD Comprehensive Plan establishes the Board’s direction for the District, “Strategic Directions” are identified in the [RSCCD Comprehensive Plan](#). Goals and objectives to operationalize the districtwide Strategic Directions are included in the [College’s CEPs](#) and [DSO Plan](#).~~

~~The RSCCD Comprehensive Master Plan is a long-term plan that describes the district’s projections and goals for the coming decade.~~

The process for developing the RSCCD Comprehensive ~~Master~~ Plan begins with an analysis of current internal and external conditions. These data are the foundation for assessing RSCCD’s effectiveness in advancing its mission and for identifying anticipated challenges. These conversations culminate in:

- ▶ The identification of challenges [and opportunities](#) that RSCCD is facing or is likely to face in the ~~coming decade;~~[next eight years;](#)
- ▶ RSCCD ~~Goals~~[Strategic Directions](#), which articulate how the district intends to address current and anticipated challenges [and opportunities](#); and
- ▶ A plan for the addition or remodeling of facilities and technology infrastructure to support RSCCD’s programs and services.

The RSCCD ~~Goals~~[Strategic Directions](#) are collaboratively developed and reviewed through district-wide dialogue. Following this review and dialogue, the District Council recommends the RSCCD [Strategic Directions](#) ~~Goals~~ to the Chancellor and the Board of Trustees for approval.

The RSCCD Comprehensive ~~Master~~ Plan is linked to its mission statement. Assessment of the district’s effectiveness in meeting its mission is the first step in the planning process. The RSCCD Comprehensive ~~Master~~ Plan is central to the overall [Planning Design](#)~~planning process~~. The RSCCD ~~Goals~~[Strategic Directions](#) included in this long-term plan are the basis for the RSCCD Objectives in the RSCCD Strategic Plan and progress toward achieving the RSCCD ~~Goals~~[Strategic Directions](#) as described in the annual progress report.

The *Rancho Santiago Community College District* ~~2013~~ [2024-2032](#) Comprehensive ~~Master~~ Plan is the



district's current long-term plan. It was developed during the ~~2012-13~~[2023-2024](#) academic year and presented to the Chancellor and the Board of Trustees for approval in ~~May 2013~~[June 2024](#). This plan includes the identification of current and anticipated challenges [and opportunities](#); RSCCD ~~Goals~~[Strategic Directions](#); summaries of the colleges' educational [plans](#) and facilities master plans; the technology plan for centralized technology needs; and plans for other college and district facilities.

# PROCESS FOR DEVELOPING THE NEXT RSCCD COMPREHENSIVE MASTER PLAN

## APRIL

The Planning and Organizational Effectiveness ~~c~~Committee calls for the development of the *Rancho Santiago Community College District ~~2023~~ 2032 Comprehensive ~~Master~~ Plan* and develops both a process for preparing the RSCCD Comprehensive ~~Master~~ Plan, an outline of what should be included in this plan, and a process that will include all district constituencies.



## AUGUST – FEBRUARY

The RSCCD Comprehensive ~~Master~~ Plan is drafted following the process developed by the Planning and Organizational Effectiveness Committee. The first step in the process is an analysis of current internal and external conditions to assess RSCCD's effectiveness in advancing its mission.

To promote broad district-wide participation, the Planning and Organizational Effectiveness Committee distributes drafts of the document district-wide for review and comment at multiple points during this period.



## MARCH – APRIL

Feedback from these district-wide reviews is integrated into the document to create a final draft of the RSCCD Comprehensive ~~Master~~ Plan. The final draft is forwarded to the District Council for final recommendations.



## MAY – NOVEMBER

Members of the District Council distribute the final draft of the *RSCCD Comprehensive ~~Master~~ Plan* to their constituents for review and comment. Once feedback is received and integrated into the draft as appropriate, the District Council makes a recommendation to the Chancellor.

The Chancellor considers the District Council's recommendation. If approved, the *Rancho Santiago Community College District ~~2023-2032~~ Comprehensive ~~Master~~ Plan* is recommended to the Board of Trustees for approval.

If the Chancellor does not approve of the *Rancho Santiago Community College District ~~2023-2032~~ Comprehensive ~~Master~~ Plan*, collaboration and compromise with the District Council continues until approval.

Once agreement is reached, the Chancellor recommends the *Rancho Santiago Community College District ~~2023~~ 2032 Comprehensive ~~Master~~ Plan* to the Board of Trustees for approval.



## RSCCD STRATEGIC PLAN

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The strategic plan is the district's short-term plan. This plan uses the **RSCCD Goals** as the basis for developing **RSCCD Objectives**.

The RSCCD Objectives describe specific initiatives intended to achieve the RSCCD Goals that require collaboration and coordination among District Services District Services and Operations and college administrators, faculty, and staff. The initiatives developed at each site that contribute to the achievement of the RSCCD Goals are documented in college planning documents and in the District Services District Services and Operations Planning Portfolios.

Since the term of the RSCCD Strategic Plan is three years, there will be three RSCCD Strategic Plans developed under the umbrella of the *Rancho Santiago Community College District 2013 Comprehensive Master Plan*:

*RSCCD Strategic Plan 2013—2016*

*RSCCD Strategic Plan 2016—2019*

*RSCCD Strategic Plan 2019—2022*

The primary components of the *RSCCD Strategic Plan* are described below.

- ▶ **RSCCD Goals** are broad statements that articulate how RSCCD intends to address current and anticipated challenges.
- ▶ **RSCCD Objectives** describe more specifically those initiatives intended to achieve the RSCCD Goals that require collaboration and coordination among District Services District Services and Operations and college administrators, faculty, and staff.
- ▶ **Responsible Party** identifies the individual(s) assigned to launch, oversee, and complete one of the RSCCD Objectives. The responsible individual(s) may complete the RSCCD Objective or may collaborate with others to complete the RSCCD Objective. The assignment of a responsible party is essential for accountability.
- ▶ **Timeline** identifies the target date for the completion of the RSCCD Objective.



# PROCESS FOR DEVELOPING THE RSCCD STRATEGIC PLAN

## ~~FEBRUARY 2013, 2016, 2019~~

~~The District Council appoints an RSCCD Strategic Plan Workgroup to prepare the RSCCD Strategic Plan 2013–2016 (or 2016–2019 or 2019–2022).~~



## ~~MARCH 2013, 2016, 2019~~

~~The RSCCD Strategic Plan Workgroup reviews the RSCCD Goals in the *Rancho Santiago Community College District 2013 Comprehensive Master Plan* and progress on the RSCCD Objectives in the most recent Progress Report on the RSCCD Comprehensive Master Plan. Based on this review, the RSCCD Strategic Plan Workgroup develops RSCCD Objectives and the corresponding Responsible Parties and Timelines for the next three years.~~



## ~~APRIL 2013, 2016, 2019~~

~~The RSCCD Strategic Plan Workgroup distributes the draft RSCCD Strategic Plan 2013–2016 (or 2016–2019 or 2019–2022) across the district for review and input.~~

~~The RSCCD Strategic Plan Workgroup uses the feedback from this district-wide review to prepare the final Rancho Santiago Community College District-wide Strategic Plan 2013–2016 (or 2016–2019 or 2019–2022) and forwards the final draft to the District Council.~~

~~Members of District Council distribute the final draft of the Rancho Santiago Community College Districtwide Strategic Plan 2013–2016 (or 2016–2019 or 2019–2022) to their constituents for review and input.~~

~~The District Council considers the constituents' recommendations, integrates feedback as warranted, and makes a recommendation to the Chancellor.~~

~~If the Chancellor approves of the final document, the *RSCCD Strategic Plan 2013–2016* (or 2016–2019 or 2019–2022) is presented to the Board of Trustees. If the Chancellor does not approve, collaboration and compromise continues until approved.~~

~~The *RSCCD Strategic Plan 2013–2016* (or 2016–2019 or 2019–2022) is implemented beginning in the subsequent fall semester.~~



## RESOURCE ALLOCATION

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Resource allocations align with the RSCCD Mission Statement and link RSCCD [Strategic Directions](#), [RSCCD Goals](#) and RSCCD Objectives to the resources needed to accomplish these institutional goals.

Generally speaking, the goals and objectives at both [district-DSO](#) and college levels reflect the district's commitment to its mission. Therefore, the purpose of resource allocations is to fund the programs and services that both directly and indirectly promote student success.

The budget development process begins with the development of budget assumptions. The budget assumptions are the foundation for the budget development process and guide the allocation of resources. Information from a variety of sources is considered in the development of the budget assumptions, including but not limited to:

- ▶ RSCCD [Strategic Directions](#), [Goals](#) and [RSCCD Objectives](#);
- ▶ Priorities identified by the district's participatory governance committees that have been vetted and approved by the District Council;
- ▶ A review of the effectiveness of the prior year's resource allocations;
- ▶ Maintenance of appropriate reserves for contingencies and economic uncertainties;
- ▶ Mandates from external agencies; and
- ▶ Plans for payment of liabilities and future obligations, such as retiree health benefits, STRS, and PERS.

Budget assumptions are categorized into the following three types: general, revenue, and expenditure. General assumptions describe broad agreements, such as the revenue allocation model and the level of the reserve. Revenue assumptions summarize the current status of anticipated revenue, such as cost-of-living adjustments, growth and state apportionment. Expenditure assumptions provide projected costs of contractual agreements and required budget reductions if any.

RSCCD's three budget centers are Santa Ana College, Santiago Canyon College, and [District Services](#) [District Services and Operations](#). These entities have the autonomy and responsibility to provide appropriate programs and services that support achievement of the RSCCD [Strategic Directions](#), [RSCCD Goals](#) and [RSCCD Objectives](#) as well as their respective goals, objectives, and initiatives. In addition, RSCCD budgets for [institutional costs](#) that include districtwide expenses such as retiree health benefits, property, and liability insurance and interfund transfers.

The RSCCD [Revenue Budget](#) Allocation Model is patterned after the community college funding protocols established in SB361. Revenue is allocated to the colleges based upon these parameters except for an allocation to support centralized services. Any proposed changes to the allocation for district-wide services is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.



Beyond the expenditures determined through district-wide collaboration, each budget center develops individual budgets for expenditures from general fund and categorical revenue in the following categories:

- ▶ Salaries and benefits as determined by union contracts;
- ▶ Supplies and materials;
- ▶ Services and other operating expenses, such as travel;
- ▶ Capital outlay, such as equipment; and
- ▶ Maintenance.

Planning is linked to resource allocations in the following ways:

1. Each budget center (Santa Ana College, Santiago Canyon College, and [District Services](#)[District Services and Operations](#)) has developed unique planning processes. Each set of these processes is designed so that [the RSCCD Goals-Strategic Directions](#) are the basis for site planning and that the resulting plans are the basis for resource allocations within that budget center.
2. The five district-level committees (Planning and Organizational Effectiveness [c](#)Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group) provide specific recommendations for resource allocations in the Budget Modification form. These budget recommendations describe initiatives that require additional, decreased, or reallocated funding and are submitted to District Council for consideration during development of the tentative budget. The recommendations included in the Budget Modification form must justify how the modification is aligned and will contribute to the achievement of RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#).
3. Once funding recommendations are received from the five district committees, District Council is responsible for ensuring that resources are aligned to overall planning and allocated to initiatives that contribute to the achievement of RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#). To make this link between planning and resource allocation transparent, District Council uses a Budget Modification Rubric to prioritize each Budget Modification Recommendation based on the extent to which it is aligned with current RSCCD [Goals-Strategic Direction](#) and [RSCCD-Objectives](#) and/or is justified by health or safety concerns. District Council then assigns the Chancellor's Cabinet to review and recommend the source and use of funds for the prioritized recommendations, including contributions from the other budget centers and/or the re-allocation of funds. District Council then reviews and acts on the proposal should funding not be available to meet the needs of all requests.
4. To provide the opportunity for Board oversight of the RSCCD [Goals-Strategic Directions](#), when the tentative and final budgets are presented to the Board each June, the presentation includes a review of the RSCCD Mission Statement, the RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#) as well as the identification of specific budget items that directly relate to the RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#) where appropriate.
5. To ensure effective allocation of resources, this process shall be reviewed annually by POE.



# PROCESS FOR ALLOCATING RESOURCES

## OCTOBER

Board of Trustees' annual planning meeting includes a review and discussion of progress towards achieving RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#), as well as other data used to assess the current environment.

[District Services and Operations draft expenditure assumptions as well as complete Budget Modification forms that include requests for additional resources and present them to the Planning and Organizational Effectiveness committee.](#)



## JANUARY

Board of Trustees, Fiscal Resources Committee and District Council review the Governor's proposed state budget.

Through the spring, the Fiscal Resources Committee monitors changes in the forecasts for state allocations and revises the general and revenue budget assumptions as warranted. Any changes are submitted to the District Council for review and input.



## FEBRUARY

Fiscal Resources Committee drafts tentative general, revenue and expenditure budget assumptions and forwards these to the District Council for review and input.



## MARCH – APRIL

District Council review the budget assumptions and the Board of Trustees adopts them.

Budget Centers receive tentative revenue allocations for the coming fiscal year based on the RSCCD [Revenue-Budget](#) Allocation Model and develop a tentative budget for that site.



## APRIL

[District Services and Operations amend, if necessary, their Budget Modification forms based on forecasts for state allocations and revisions to the general and revenue budget assumptions and present them to the Planning and Organizational Effectiveness committee. The five district committees \(Planning and Organizational Effectiveness Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group\) draft expenditure assumptions as well as complete Budget Modification forms for initiatives that require](#)

~~additional resources.~~—The Budget Modification form requires the committee to justify the recommendation by describing how the modification is aligned and will contribute to the achievement of RSCCD ~~Goals-Strategic Directions~~ and ~~RSCCD-Objectives~~.

The ~~Planning and Organizational Effectiveness committee~~ ~~five district committees then~~ submits ~~their~~ ~~its~~ Budget Modification recommendations to District Council.



## MAY

Fiscal Resources Committee Co-chairs revise the draft tentative budget assumptions, as needed based on changes to the proposed state budget and submit the revised tentative budget to District Council.

District Council revises the tentative budget as needed following their review of (i) the Governor's changes to the proposed state budget, (ii) revisions to the revenue budget assumptions if any, and (iii) the draft expenditure budget assumptions and (iv) Budget Modification recommendations.

District Council prioritizes the Budget Modification recommendations using the Budget Modification Rubric. Highest priority is given to Budget Modification recommendations that are linked to RSCCD ~~Goals-Strategic Directions~~ and ~~RSCCD-Objectives~~. While developing recommendations for ~~District Services~~ District Services and Operations, ~~the committee~~ District Council should review the current budget and actual expenditures, past recommendations and organizational charts for outdated priorities that no longer need the same level of resources and make every effort to cover the cost of the recommendation with existing ~~District Services~~ District Services and Operations revenue allocation.



## JUNE

The tentative budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD ~~Goals-Strategic Directions~~ as well as the identification of specific budget items that directly relate ~~to RSCCD~~ ~~Goals-Strategic Directions~~ and ~~RSCCD-Objectives~~ where appropriate.



## JULY – AUGUST

Fiscal Resources Committee reviews and updates the budget assumptions in July, reviews the draft of proposed adopted budget in August and then forwards it to District Council for review and input.

District Council reviews changes that impact the budget and recommends revisions to the proposed adopted budget as warranted.



## SEPTEMBER



The Vice Chancellor of Business ~~Operations and Fiscal Services~~ Services prepares the final proposed adopted budget as determined by District Council and directed by the Chancellor.

The final budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD ~~Goals~~ Strategic Directions as well as identifying specific budget items that directly relate to RSCCD ~~Goals~~ Strategic Directions and ~~RSCCD~~ Objectives.



## PLAN IMPLEMENTATION

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~~Through the development of the RSCCD Strategic Plan, an individual is assigned responsibility for completing or overseeing the completion of each RSCCD Objective. This responsible party may complete the RSCCD Objective or may collaborate with others to complete the RSCCD Objective.~~

To ensure implementation of the identified activities that will move RSCCD toward accomplishment of the RSCCD ~~Goals~~[Strategic Directions](#), responsible parties shall:

- ▶ Manage the timelines for the District Objective(s);
- ▶ Develop appropriate processes to complete the RSCCD Objective(s);
- ▶ Identify and address funding needs by submitting the request and rationale to the Planning and Organizational Effectiveness ~~c~~[Committee](#);
- ▶ Provide data and other types of evidence to assess the levels of success following plan implementation; and
- ▶ Document the activities and outcomes to contribute to the preparation of the annual *Progress Report on the District Comprehensive ~~Master~~* Plan.



## PROGRESS REPORT ON THE COMPREHENSIVE ~~MASTER~~ PLAN

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A progress report is produced annually by the POE [c](#)Committee to inform the internal community about movement toward achievement of the RSCCD [Goals Strategic Directions](#) and Objectives. The *Progress Report on the District Comprehensive ~~Master~~ Plan* is an essential accountability tool in the RSCCD Planning [Design Process](#) because it reinforces and sustains a district-wide dialogue on its long-term and short-term goals.

Three tasks will be accomplished through the development of this progress report:

- ▶ Consolidate information about the tasks that have been completed by all RSCCD entities related to RSCCD [Goals Strategic Directions](#) and Objectives;
- ▶ Analyze those outcomes in terms of their effectiveness in moving RSCCD toward achievement of the RSCCD [Goals Strategic Directions](#); and
- ▶ Edit or augment RSCCD Objectives for the coming year as needed based on the outcomes of the current year's work.

~~The *Progress Report on the District Comprehensive Master Plan* is prepared in the fall semester of the second and third year of each Strategic Plan cycle to describe the prior year's activities related to the RSCCD Goals and distributed at the end of spring. This document is a key assessment tool in planning meetings including the annual Strategic Planning Update to the Board of Trustees.~~

# PROCESS FOR ASSESSING PROGRESS ON RSCCD GOALS STRATEGIC DIRECTIONS

## APRIL

The Planning and Organizational Effectiveness [c](#)Committee develops or revises the template for the annual Progress Report on the RSCCD Comprehensive [Master](#)-Plan.



## MAY

The Planning and Organizational Effectiveness [c](#)Committee calls for:

- ▶ Responsible parties identified in the RSCCD [Comprehensive Strategic](#) Plan to report on their progress in completing the RSCCD Objectives assigned to them and
- ▶ Colleges [and DSO](#) to report and evaluate the outcomes of activities undertaken to contribute to achievement of the RSCCD [Strategic Directions Goals](#).



## JUNE

The reports are consolidated by the Co-chairs of the Planning and Organizational Effectiveness [c](#)Committee to create a draft *Progress Report on the RSCCD Comprehensive [Master](#)-Plan* that includes the reports of progress as well as an analysis of the effectiveness of the activities in fulfilling the RSCCD [Strategic Directions Goals](#).

The Planning and Organizational Effectiveness [c](#)Committee reviews the draft *Progress Report on the RSCCD Comprehensive [Master](#)-Plan* and provides input. The Co-chairs of the Planning and Organizational Effectiveness [c](#)Committee revise the document as warranted based on the input.



## JULY – AUGUST

The Co-chairs of the Planning and Organizational Effectiveness [c](#)Committee present the draft *Progress Report on the RSCCD Comprehensive [Master](#)-Plan* to District Council for review and input. Suggested changes are incorporated as warranted to finalize the document.

The Chancellor presents the final *Progress Report on the RSCCD Comprehensive [Master](#)-Plan* to the Board of Trustees for information.

The annual *Progress Report on the RSCCD Comprehensive [Master](#)-Plan* is distributed as appropriate to both internal and external constituencies online and/or in print.



## ASSESSMENT OF PLANNING AND DECISION-MAKING PROCESSES

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RSCCD routinely assesses its planning and decision-making processes and makes revisions in these processes in a cycle of continuous quality improvement.

A formal assessment of planning and decision-making processes is conducted by POE every ~~three~~four years. The assessment includes gathering district-wide input and using that feedback to prepare an assessment report that is submitted to the District Council. District Council reviews the assessment report and recommends revisions to planning and/or decision-making processes as warranted by the assessment. The Chancellor considers the recommendations and approves~~ed~~ changes ~~are~~ documented with revisions to the *Rancho Santiago Community College District Planning Design-Process Manual*.

In addition to this formal assessment, the current version of the *Rancho Santiago Community College District Planning Design-Process Manual* is reviewed and updated annually by the Co-chairs of the Planning and Organizational Effectiveness c~~C~~ommittee to capture minor changes in descriptions, timelines, or processes.

# PROCESS FOR ASSESSING PLANNING AND DECISION-MAKING PROCESSES

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## SEPTEMBER – OCTOBER

POE develops a mechanism for soliciting feedback on the components of the district-level planning design and decision-making processes from the groups and individuals who are directly involved in implementing district-level planning and decision-making.



## NOVEMBER – DECEMBER

POE considers the feedback from the groups and individuals who are directly involved in implementing district-level planning and decision-making processes and prepares a Planning and Decision-making Processes Assessment Report. This report may include recommended changes to the planning and/or decision-making processes.

POE forwards the Planning and Decision-making Processes Assessment Report to District Council for review and input.



## FEBRUARY

The Chancellor reviews the Planning and Decision-making Processes Assessment Report with District Council and determines which changes, if any, will be made to district-level planning and/or decision-making processes.

The Chancellor prepares an information report describing this assessment and the resulting changes to planning and/or decision-making processes, if any, for the Board of Trustees. This report is also distributed districtwide.

The Co-chairs of the Planning and Organizational Effectiveness Committee prepare an updated version of the *Rancho Santiago Community College District Planning [Design-Process Manual](#)* to incorporate any approved changes to district-level planning and decision-making processes.



# APPENDIX 1: TIMELINE FOR KEY PLANNING AND ASSESSMENT ACTIVITIES

ACTIVITY	2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		
	Spr	Fall																			
Review Mission Statement																					
Develop Strategic Plan																					
Assess Progress on RSCCD Goals																					
Assess Planning & Decision-making Processes																					
Prepare District Services Planning Portfolios																					
Develop Comprehensive Master Plan																					

## APPENDIX 2: DISTRICT SERVICES DISTRICT SERVICES AND OPERATIONS PLANNING PORTFOLIO

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The ~~District Services~~ District Services and Operations Planning Portfolio is the program review process for centralized services. The purpose of this process is to analyze and track the efforts of each ~~d~~District ~~s~~Service to continually improve the quality of the services provided to the colleges and to other ~~d~~District ~~s~~Services.

~~District Services~~ District Services and Operations Planning Portfolios are designed to serve these purposes:

- ▶ Document the unique service initiatives for each ~~d~~District ~~s~~Service;
- ▶ Align and document strategies for achieving RSCCD ~~Goals~~ Strategic Directions and ~~RSCCD~~ Objectives;
- ▶ Collect, analyze and distribute data on ~~District Services~~ District Services and Operations performance;
- ▶ Provide an objective foundation for budget, staff, facilities, professional development, and other funding requests; and
- ▶ Demonstrate compliance with accreditation standards.

~~District Services~~ District Services and Operations Planning Portfolios are prepared every other year. To provide data for the analysis required by these planning portfolios, satisfaction surveys are distributed district-wide every other year requesting feedback on ~~District Services~~ District Services and Operations. In the year between the preparations of comprehensive ~~District Services~~ District Services and Operations Planning Portfolios, each ~~d~~District ~~s~~Service prepares an update of progress on the service initiatives undertaken to correct a weakness or work toward achievement of a RSCCD ~~Goal~~ Strategic Directions or ~~RSCCD~~ Objective. Both the comprehensive ~~District Services~~ District Services and Operations Planning Portfolios and the annual updates of progress are submitted to the Planning and Organizational Effectiveness ~~c~~Committee for their review and input.

This program review process is designed to lead to continuous quality improvement and therefore includes a cycle of data collection, analysis of strengths and weaknesses, development, and implementation of strategies to remedy weaknesses, and re-evaluation. The steps are:

1. Describe the services provided by the ~~d~~District ~~s~~Service or operation
  - ▶ Organizational Chart
  - ▶ Functions
  - ▶ Budget, including grants
2. Analysis of quantitative and qualitative data that reflect the services' strengths and weaknesses
  - ▶ Outcome of prior year's service initiatives
  - ▶ Results of the most recent satisfaction survey
  - ▶ Data recorded by the ~~d~~District ~~s~~Service, such snapshots of time to complete tasks, etc.
3. Develop ~~s~~Service ~~i~~nitiatives for the coming year to (a) sustain or improve the services



provided, (b) address a weakness identified through the data analysis, and (c) contribute to the achievement of RSCCD [Goals-Strategic Directions](#) and [RSCCD-Objectives](#).

4. Implement the [sServices iInitiatives](#).
5. Assess the impact of the strategies.

The final step of assessment is the starting point for the development of the next year's [District-ServicesDistrict Services and Operations](#) Administrative Review.

The [District-ServicesDistrict Services and Operations](#) that complete a planning portfolio every other year are:

- ▶ Chancellor's Office
- ▶ Child Development Services
- ▶ District Research, Planning & Institutional Effectiveness
- ▶ Diversity, Equity and Inclusion
- ▶ Facilities Planning Services
- ▶ Fiscal Services
- ▶ Human Resources/Risk Management
- ▶ Information Technology Services
- ▶ Public Affairs/Publications [\(name change\)](#)
- ▶ Purchasing
- ▶ Resource Development
- ▶ Security/Public Safety
- ▶ Title IX

Resources are allocated to [District-ServicesDistrict Services and Operations](#) through the RSCCD [Revenue-Budget](#) Allocation Model that is patterned after the community college funding protocols established in SB 361. Revenue is allocated to the colleges based on these parameters included in SB 361 except for an allocation to support centralized services.

There are two processes for changes to the allocation for [District-ServicesDistrict Services and Operations](#).

- ▶ Proposed changes to the proportion of the revenue allocated for [District-ServicesDistrict Services and Operations](#) is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.
- ▶ Specific revenue requests related to a [sServices iInitiative](#) presented in a [District-ServicesDistrict Services and Operations](#) Planning Portfolio are submitted to the Planning and Organizational Effectiveness [cCommittee](#). The Planning and Organizational Effectiveness [cCommittee](#) considers the requests and the rationale presented in the [District-ServicesDistrict Services and Operations](#) Planning Portfolio and prioritizes this request for consideration by the District Council. (See the "Process for Allocating Resources" timeline in this manual.)



## ▶ PROCESS FOR PREPARING DISTRICT SERVICESDISTRICT SERVICES AND OPERATIONS PLANNING PORTFOLIOS

### SEPTEMBER

District ServicesDistrict Services and Operations gathers data as needed to document progress on the previous Service Initiatives as well as feedback from the satisfaction survey. This information will be compiled into a District ServicesDistrict Services and Operations Operational Review.

The appropriate district-level administrator drafts the District ServicesDistrict Services and Operations Planning Portfolio for the area(s) under his/her supervision. Refer to the accompanying narrative for the template of the District ServicesDistrict Services and Operations Planning Portfolio.



### OCTOBER

The administrator shares the draft District ServicesDistrict Services and Operations Planning Portfolio with other members of the unit and creates venues for discussion of the draft. The administrators revise the draft District ServicesDistrict Services and Operations Planning Portfolios based on the feedback as warranted.



### NOVEMBER

The District ServicesDistrict Services and Operations Planning Portfolios are submitted to the Planning and Organizational Effectiveness cCommittee for review. Funding requests, if any, are prioritized by the Planning and Organizational Effectiveness cCommittee and submitted to District Council.



## APPENDIX 3: DISTRICT-LEVEL PARTICIPATORY GOVERNANCE COMMITTEES

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The ~~Rancho Santiago Community College District~~[RSCCD](#) is committed to relying on the professional expertise and perspectives of employees across the district to build and maintain collaborative decision-making processes. These committee members are united by a shared ambition to provide students with excellent instructional programs and services.

Each member who serves on a RSCCD participatory governance committee represents a specific constituent group. Therefore, committee members are responsible for:

1. Voicing the perspectives of the constituent group in the discussions and
2. Providing feedback about the committees' deliberations to colleagues.

~~Co-chairs~~[Chairs](#) who serve on a RSCCD participatory governance committee~~se~~ are responsible for:

1. Setting the agenda
2. Distributing the minutes and other documents
3. Managing the meetings

The following table presents the responsibilities and membership of the six district-level participatory governance committees. Each committee will review its the membership, responsibilities, and mission annually and make recommendations to District Council.

Unless otherwise stated, members (including students) of the participatory governance committees have the right to vote on issues of discussion.

## DISTRICT COUNCIL

The District Council serves as the primary participatory governance body that is responsible for district-wide planning activities, including developing planning and budgetary recommendations, that are submitted to the Chancellor and Board of Trustees.

Responsibilities	Membership
Provide advice to the Chancellor on district issues	▶ Chancellor (Chair)
Review and act on recommendations from the five district-level participatory governance committees including recommended funding priorities	▶ Vice Chancellor, Business Operations & Fiscal Services
Ensure district-wide involvement in the development of all district-level planning	▶ Vice Chancellor, Educational Services
Review and monitor budget assumptions and budget information	▶ Vice Chancellor, Human Resources
Review and recommend approval of the tentative and final budgets contingent on the alignment of tentative and final budgets with budget assumptions and RSCCD Goals	▶ President, Santa Ana College
Collaborate with the Chancellor to review the District Mission Statement, solicit district-wide input, and recommend revisions as warranted	▶ President, Santiago Canyon College
Oversee the work of the Planning and Organizational Effectiveness Committee to develop and monitor implementation of the <i>RSCCD Comprehensive Master Plan</i> and the <i>RSCCD Strategic Plan</i>	▶ Academic Senate President, Santa Ana College
Review new and modified policies as recommended by the Board Policy Committee	▶ Academic Senate President, Santiago Canyon College
Review and adopt recommended revisions and new Administrative Regulations	▶ CSEA President
Review and approve <a href="#">District Services</a> <del>District Services and Operations</del> reorganizations	▶ Associated Student Government President, Santa Ana College
	▶ Associated Student Government President, Santiago Canyon College
	▶ Co-chairs, Technology Advisory Group (faculty and administrator)
	▶ Co-chair, Fiscal Resources Committee (faculty)
	▶ Co-chair, Human Resources Committee (classified)
	▶ Co-chair, Physical Resources Committee (classified)
	▶ Co-chair, Planning & Organizational Effectiveness Committee (faculty)



## FISCAL RESOURCES COMMITTEE

The Fiscal Resources Committee provides district-level fiscal review including annual evaluation of the District’s Budget Allocation Model, as well as develops and recommends tentative and adopted budget assumptions to District Council.

Responsibilities	Membership
Review and evaluate the RSCCD Budget Allocation Model	<ul style="list-style-type: none"> <li>▶ Vice Chancellor, Business <del>Operations &amp; Fiscal</del> Services (Co-chair)</li> <li>▶ Assistant Vice Chancellor, Fiscal Services</li> </ul>
Monitor state budget development and recommend mid-year adjustments	<ul style="list-style-type: none"> <li>▶ <del>Vice President of Administrative Services</del> Administrator appointed by <del>College President (SACanta Ana College and SCCantiago Canyon College)</del> President</li> </ul>
Develop assumptions for tentative and adopted budgets	<ul style="list-style-type: none"> <li>▶</li> </ul>
Develop District budget process calendar	<ul style="list-style-type: none"> <li>▶ An Administrator appointed by the Chancellor (DSO) <del>Administrator appointed by Santiago Canyon College President</del></li> </ul>
Assess effective use of financial resources	<ul style="list-style-type: none"> <li>▶ <del>Two faculty members appointed by each Academic Senate President (, SACanta Ana College &amp; SCC Santiago Canyon College) One shall serve as a committee Co-Chair for a two-year term f the faculty representatives shall serve as committee Co-chair for two years (alternating between collegeseach college)</del></li> </ul>
Review and evaluate financial management processes	<ul style="list-style-type: none"> <li>▶ <del>One faculty representative appointed by each Academic Senate (SAC and SCC)</del></li> <li>▶ A faculty</li> <li>▶ A faculty representative <del>member</del> appointed by FARSCCD</li> <li>▶ Three <del>C</del>classified representatives appointed by CSEA (<del>District Office</del> District Services and Operations, Santa Ana College &amp; Santiago Canyon College <del>SO, SAC and SCC</del>)</li> <li>▶ <del>One of the faculty representatives shall serve as committee Co-chair for two years (alternating each college)</del></li> <li>▶ <del>Two s</del> Student representatives (Santa Ana College <del>SAC</del> and Santiago Canyon College, <del>when CC, when possible</del>)</li> <li>▶ Three administrative alternates with voting rights only in the absence of the site administrative representative</li> </ul>

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## HUMAN RESOURCES COMMITTEE

The Human Resources Committee is the participatory governance committee, which functions as the District's EEO Advisory Committee, and is charged with the planning, evaluating, on and assessing advising on, and making recommendations for Human Resources matters sment of issues related to human resources. Relating to Equal Employment Opportunity (EEO)/Diversity Equity Inclusion Accessibility (DEIA) and policies and procedures.

Responsibilities	Membership
<p><del>Evaluate the effective use of human resources</del></p> <p>Review human resources policies and procedures, compliance and recommends changes</p> <p><u>Recommend changes, including policies and procedures related to employment equity and EEO compliance</u></p> <p><del>Evaluate workplace safety and emergency preparedness plans and procedures</del></p> <p><del>Evaluate policies and procedures related to employment equity and compliance</del></p> <p>Monitor and review annually the diversity of RSCCD employees</p> <p>Review and recommend changes to the EEO <del>Diversity</del> Plan (3-year plan)</p> <p><del>Monitor compliance using human resources metrics such as:</del></p> <ul style="list-style-type: none"> <li><del>▶ Full-time/Part-time Faculty Ratio</del></li> <li><del>▶ Full-time Faculty Obligation</del></li> <li><del>▶ Classified Staffing Ratios</del></li> <li><del>▶ Turnover Ratios and Recruitment Activities</del></li> </ul> <p>Develop recommendations to ensure ongoing <u>EEO compliance with human resources requirements</u></p> <p><u>Advise on Plan and evaluate DEIA activities including professional development activities, through narrative and numerica data</u></p> <p><u>Annually review and advise on Component 13</u></p>	<ul style="list-style-type: none"> <li>▶ Vice Chancellor, Human Resources (Co-chair)</li> <li>▶ <u>Assistant Vice Chancellor, Human Resources</u></li> <li>▶ <u>Assistant Vice Chancellor, Human Resources, Investigation, and Equity</u></li> <li><del>▶ District Services District Services and Operations. Manager appointed by Chancellor</del></li> <li>▶ <u>One Administrator appointed by College President (Santa Ana College &amp; Santiago Canyon College) President</u></li> <li><del>▶ Administrator appointed by Santiago Canyon College President</del></li> <li>▶ Two faculty members appointed by each Academic Senate (<del>-,</del> Santa Ana College &amp; Santiago Canyon College)</li> <li>▶ A faculty member appointed by FARSCCD</li> <li><del>▶ Three Classified representatives appointed by CSEA (District Office District Services and Operations, Santa Ana College &amp; Santiago Canyon College). One of the classified representatives shall serve as committee Co-chair</del></li> <li><del>▶ One of the classified representatives shall serve as committee Co-chair</del></li> <li>▶ Student representatives (<u>Santa Ana College &amp; Santiago Canyon College AC, SCC, when possible</u>)</li> </ul>



[within the EEO Plan](#)

Disseminate information from Human Resources Committee to the constituent groups



## PHYSICAL RESOURCES COMMITTEE

The Physical Resources Committee supports the district and colleges by coordinating and overseeing capital outlay construction and scheduled maintenance projects that align with the facilities master plans to provide for a safe and sustainable environment and to protect district property.

Responsibilities	Membership
Review plans related to district <del>and college</del> physical resources including facilities, equipment, land, and other assets	<ul style="list-style-type: none"> <li>▶ Vice Chancellor, Business <del>Operations &amp; Fiscal</del> Services (Co-chair)</li> </ul>
Assess the effective use of physical resources	<ul style="list-style-type: none"> <li>▶ Assistant Vice Chancellor, Facility Planning</li> </ul>
Review:	<ul style="list-style-type: none"> <li>▶ <u>Director, Facility Planning</u></li> </ul>
<ul style="list-style-type: none"> <li>▶ Five-year facilities plan</li> <li>▶ State capital outlay projects</li> <li>▶ Local bond projects</li> <li>▶ Scheduled maintenance plans and activities</li> <li>▶ Hazardous mitigation programs</li> <li>▶ Facility master plans</li> <li>▶ Ancillary costs related to new construction</li> </ul>	<ul style="list-style-type: none"> <li>▶ <del>Three administrators appointed by (District Services and Operations &amp; Operations, Santa Ana College &amp; Santiago Canyon College) President</del></li> <li>▶ <del>Administrator appointed by Santiago Canyon College President</del></li> <li>▶ Two faculty members appointed by each Academic Senate (<del>, Santa Ana College &amp; Santiago Canyon College</del>)</li> <li>▶ <del>—</del></li> <li>▶ <del>Three Classified representatives appointed by CSEA (District District Services and Operations &amp; Operations Office, Santa Ana College &amp; Santiago Canyon College). One of the classified representatives shall serve as committee Co-chair</del></li> <li>▶ <del>—</del></li> <li>▶ <del>One of the classified representatives shall serve as committee Co-chair</del></li> <li>▶ <u>Two Student representatives (Santa Ana College and Santiago Canyon College AC, SCC, when possible)</u></li> </ul>

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## 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	Membership
<p>Coordinate the development and monitor implementation of the RSCCD Comprehensive <del>Master</del> Plan and the RSCCD Strategic Plan</p> <p>Ensure that District planning processes follow the processes and timelines outlined in the RSCCD Planning <del>Design</del> Manual</p> <p>Provide leadership for coordination of district and college planning activities</p> <p>Prepare the annual Progress Report on the RSCCD Comprehensive <del>Master</del> Plan</p> <p>Coordinate data to be presented at annual Board of Trustees planning activity</p> <p>Coordinate accreditation activities between colleges and <del>District Services</del> <u>District Services and Operations</u> including the delineation of District/College Functions</p> <p>Review institutional research activities and results</p> <p>Review resource development initiatives</p>	<ul style="list-style-type: none"> <li>▶ Vice Chancellor Educational Services (Co-chair)</li> <li>▶ Assistant Vice Chancellor, <u>Fiscal Services (or designee)</u> <del>Educational Services</del></li> <li>▶ Executive Director, District Research, Planning &amp; Institutional Effectiveness</li> <li>▶ Vice President, Academic Affairs <u>or Designee</u>, (Santa Ana College and Santiago Canyon College)</li> <li>▶ <del>Vice President, Student Services, Santa Ana College and Santiago Canyon College</del></li> <li>▶ <del>Vice President, Continuing Education (or designee)</del></li> <li>▶ <del>Dean of Academic Affairs, Santa Ana College (or designee)</del></li> <li>▶ <del>Dean of Institutional Effectiveness, Library &amp; Learning Support Services, Santiago Canyon College</del></li> <li>▶ President of Academic Senate, (Santa Ana College &amp; Santiago Canyon College). -One president shall serve as committee Co-chair for two-year term (alternating between the colleges)</li> <li>▶ <del>Two One</del> <u>One</u> faculty members appointed by each Academic Senate (Santa Ana College and Santiago Canyon College)</li> <li>▶ A faculty <u>representative member</u> appointed by FARSCCD</li> <li>▶ Three Classified representatives appointed by CSEA (<del>District Office</del> <u>District Services and Operations &amp; Operations</u>, Santa Ana College and Santiago Canyon College)</li> <li>▶ <u>Two s</u> Student representatives (Santa Ana College and Santiago Canyon College, when possible)</li> </ul>

## TECHNOLOGY ADVISORY GROUP

The Technology Advisory Group promotes student learning and institutional effectiveness through technology by strategically planning and developing technology policies and procedures in support of the mission of the colleges and the district.

Responsibilities	Membership
Develop and strategically align RSCCD and college technology plans	▶ Assistant Vice Chancellor of Information Technology Services (Co-chair)
Assess the effective use of technology resources	▶ Two Directors of Student Information Systems, Santa Ana College and Santiago Canyon College or Two Administrators appointed by each President, Santa Ana College & Santiago Canyon College
Develop and evaluate districtwide hardware and software standards	▶ Three faculty members: Co-chair of SACTAC and co-chair of SCCTEC and either Santa Ana College or Santiago Canyon College Distance Education Coordinator or three faculty members appointed by each Academic Senate, Santa Ana College & Santiago Canyon College
Review and evaluate hardware and software replacement cycles	▶ Three Classified representatives appointed by CSEA ( <a href="#">District Office District Services and Operations</a> , Santa Ana College & Santiago Canyon College)
Develop recommendations for equipment and software, resource allocation, and training needs related to the use of technology	▶ Two students appointed by each Associated Student Government President, Santa Ana College & Santiago Canyon College
Develop and evaluate technology policies	▶ One of the faculty representatives shall serve as committee co-chair
Communicate back to and advocate for represented constituencies regarding the use of technology	▶ Faculty co-chairs and third Faculty member shall rotate annually between Santa Ana College & Santiago Canyon College.
	▶ Two Faculty representatives shall represent the College not acting as co-chair.



## RSCCD Resource Development Grant Development Schedule

Grant	District/ College	Strategic Directions	Due	Status	Expected Notification Date	Match	If awarded ...	Institution- alization?	District/College authorized submission
<b>Submitted</b>									
Congressionally Directed Spending Proposals – Correa \$2.5 million	SAC –Correa Dr. Nery	SD 2 & 4	March 22, 2024	<b>UPDATE: Re-submit project for FY 2026.</b>	Fall 2024	No	Project to support Criminal Justice apprenticeship programs.	No	Yes
Congressionally Directed Spending Proposals – Correa \$4.865 million	SAC – Dr. Nery	SD 2 & 4	March,22 2024	<b>UPDATE: Re-submit project for FY 2026.</b>	Fall 2024	No	Project to improve the instructional spaces for the Automotive, Diesel and Manufacturing programs.	No	Yes
Congressionally Directed Spending Proposals – Padilla/Rep. Kim \$2.57 million	SCC – Umberg / Kim Dr. Kim	SD 2 & 4	March 29, 2024	<b>UPDATE: Re-submit project for FY 2026.</b>	Fall 2024	No	Project to support Water/Wastewater Technology programs	No	Yes
U.S. Department of Education TRIO Student Support Services \$1,361,820 (\$272,364 per year for 5 years)	SAC: Veronica Hurtado (SSS-Reg)	SD 1	July 15, 2024	Submitted	Sept/Oct 2024	No	Continue to provide services to support 140 low-income, first-generation and disabled students to improve their retention and success in college.	No	Yes
	SAC: Brenda Estrada (SSS-Vets)	SD 1 & 2	July 15, 2024	Submitted	Sept/Oct 2024	No	Continue to provide services to support 120 low-income, first-generation and disabled veteran students to improve their retention and success in college.	No	Yes
	SCC: LaKyshia Perez (SSS – Reg)	SD 1	July 15, 2024	Submitted	Sept/Oct 2024	No	Continue to provide services to support 140 low-income, first-generation and disabled students to improve their success in college.	No	Continuing program
	SCC: LaKyshia Perez (SSS – Vets)	SD 1 & 2	July 15, 2024	Submitted	Sept/Oct 2024	No	Continue to provide services to support 120 low-income, first-generation and disabled students to improve their success in college.	No	Continuing program

## RSCCD Resource Development Grant Development Schedule

Grant	District/ College	Strategic Directions	Due	Status	Expected Notification Date	Match	If awarded ...	Institution- alization?	District/College authorized submission
	SCC: LaKyshia Perez (SSS – Teacher Prep)	SD 1 & 2	July 15, 2024	Submitted	Sept/Oct 2024	No	Continue to provide services to support 140 low-income, first-generation and disabled students to improve their retention and success in college.	No	Continuing program
OC Community Foundation	SAC – Ernie Gomez	SD 1 & 2	Feb.2025	Submitted	April 2025	No	Implement Adv. Manufacturing project plan supported by OCCF in 2024.	No	Yes
Rebuilding Nursing Infrastructure (RNI) CCCCCO Up to \$2 million	SAC – Jeff Lamb & nursing faculty	SD 1 & 2	Feb 28, 2025	Submitted	March 2025	No	Expand existing Nursing Associate Degree program.	Yes	Yes
	SCC – Jason Marks, Michelle Samura	SD 1 & 2	Feb 28, 2025	Submitted	March 2025	No	Develop non-credit to credit pathway for LVN program that connects to Pre-Nursing transfer program.	Yes	Yes
Rising Scholars CCCCCO \$100,000/year for 3 years	SAC – Gregory Toya	SD 1 & 2	Feb. 28, 2025	Submitted	March 2025	No	Projects to support students in prison/jail, or students on campus, or both to support justice-impacted students to persist to earn credit units and degrees.	No	Yes
	SCC – Joanne Armstrong			Submitted					Yes
CA Jobs First Regional Initiative Up to \$250,000	SCC – Michelle Samura	SD 1 & 2	Mar. 13, 2025	Submitted	May 2025	No	Develop Nursing and Allied Healthcare Pathways for in-demand occupations in the region.	No	Yes
CA Jobs First Regional Initiative Up to \$250,000	SCC – Michelle Samura	SD 1 & 2	Mar. 13, 2025	Submitted	May 2025	No		No	Pending
<b>Spring 2025</b>									
Congressionally Directed Spending Proposals – Correa \$2.5 million	SAC –Correa Dr. Nery	SD 2 & 4	March 21, 2025	Re-submit FY 25 project – adjust for FY 26 priorities	Fall 2025	No	Project to support Criminal Justice apprenticeship programs.	No	Yes

### RSCCD Resource Development Grant Development Schedule

Grant	District/ College	Strategic Directions	Due	Status	Expected Notification Date	Match	If awarded ...	Institution-ization?	District/College authorized submission
Congressionally Directed Spending Proposals – Correa \$4.865 million	SAC – Dr. Nery	SD 2 & 4	March,21 2025	Re-submit FY 25 project – adjust for FY 26 priorities	Fall 2025	No	Project to improve the instructional spaces for the Automotive, Diesel and Manufacturing programs.	No	Yes
Congressionally Directed Spending Proposals – Sen. Padilla & Schiff (?)/Rep. Kim \$2.57 million	SCC – Dr. Jeannie Kim	SD 2 & 4	March 26, 2025	Re-submit FY 25 – adjust for FY 2026 priorities.	Fall 2024	No	Project to support Water/Wastewater Technology programs	No	Yes
OC Probation Department	SCC – Larisa Sergeyeva	SD 1 & 2	Mar. 31, 2025	Considering	June 2025	No	Provide educational services to justice involved individuals.	No	NA Contract Education opportunity
OC Probation Department	SCC – Larisa Sergeyeva	SD 1 & 2	Mar. 31, 2025	Considering	June 2025	No	Project career training to justice involved individuals.	No	NA Contract Education opportunity
COYA Planning \$500K	SCC – Dr. Jeannie Kim	SD 1 & 2	Apr. 10, 2025	Planning	June 2025	No	Develop pre-apprenticeship & apprenticeship programs for opportunity youth.	Yes – intent is to sustain effective programs	Pending
CAI Planning \$200K Implementation up to \$1.5 million	SAC – Dr. Lamb	SD 1 & 2	August 2025	Planning	Nov. 2025	No	Planning & Implementation applications to be submitted for multiple proposals - # to TBD	Yes – intent is to sustain effective programs	Pending
	SCC – Dr. Parks	SD 1 & 2	August 2025	Planning	Nov. 2025	No	Planning & Implementation applications to be submitted for multiple proposals - # to TBD	Yes – intent is to sustain effective programs	Pending
Foundation grants: Carnegie Mellon, Nordstrom Foundation	SCC – Michelle Samura	SD 1 & 2	Open submission cycle	Considering	Varies	No	TBD. In general, strengthen Humanities & Social Sciences programs through interdisciplinary projects that engage the community, employers and university partners.	No	Pending

## RSCCD Resource Development Grant Development Schedule

GRANT OPPORTUNITIES IDENTIFIED THROUGH DC TRIPS					
Agency	Opportunity	Purpose	Align with college or district priorities	Award Range	Due Date
<i>Opportunities identified for 2025</i>					
Forestry Service	Training	Projects related to professional development and workforce training around fire fighting	Supports Fire Technology Program	TBD	TBD
DOJ	Training	Professional development for police to use drone technology	Supports CJA Program	TBD	TBD
DOJ	Multiple	-AI for Criminal Justice Purposes (research & eval focus) -Social Science Research & Eval of Forensic Science Systems -Cyclical professional development/workforce development related to CJA (keep on the radar)	Projects that support criminal just academies and other CJA and security projects.	Varies	Varies
<i>Opportunities applied for that were identified in 2024</i>					
DOE	Clean Energy Workforce Training	Planning and Capacity Development project to create the partnerships with employers and CBOs to provide work-based learning and employment opportunities in Clean Energy occupations and to provide energy & efficiency assessment services to small- and medium-sized businesses as an Industrial Assessment Center.	Provide low-income students access to high-quality career education that leads to high-wage jobs	Applied for \$200,000 planning grant	May 16, 2024
<i>Congressionally-Directed Spending</i>	Cong. Correa, Rep. Kim, Sen. Padilla	Upgrade career education classrooms to provide training that is state-of-the-art and aligned with industry standards and priorities.	Provide low-income students access to high-quality career education that leads to high-wage jobs	Applied for \$2-\$4 million per project x 3 projects	Spring 2024
<i>Opportunities applied for that were identified in 2023</i>					
<i>Congressionally-Directed Spending</i>	Cong. Correa	Upgrade career education classrooms to provide training that is state-of-the-art and aligned with industry standards and priorities.	Provide low-income students access to high-quality career education that leads to high-wage jobs	Applied for \$2 million	Spring 2023
EPA	Innovative Water Infrastructure Workforce Development Grant	(1) assist in the development and use of innovative activities relating to water workforce development and career opportunities in the drinking water and wastewater utility sector, and (2) expand public awareness about drinking water and wastewater utilities.	Develop SCC's Water/Wastewater Technology Program	Applied for \$6 million	Nov. 17, 2023

**Grant Schedule  
Summary Sheet of Positions Related to Grant/Contract Proposals**

#	Funder	Site	Grant Title/Project	Proposed Positions
1.	U.S. Department of Education	SAC	TRIO Student Support Services - Regular	<ul style="list-style-type: none"> <li>• Est. 50% Director, 100% Coordinator, tutors</li> </ul>
2.	U.S. Department of Education	SAC	TRIO Student Support Service - Vets	<ul style="list-style-type: none"> <li>• Est. 50% Director, 50% Coordinator, tutors</li> </ul>
3.	CCCCO	SAC	Rising Scholars Network	<ul style="list-style-type: none"> <li>• Est. 100% Student Services Coordinator</li> <li>• PT Counselor</li> </ul>
4.	CCCCO	SAC	Rebuilding Nursing Infrastructure	<ul style="list-style-type: none"> <li>• Student Services Coordinator (100%)</li> <li>• Simulation Technician (100%)</li> <li>• Faculty instructional time for simulation lab</li> <li>• Faculty reassigned time for curriculum development, professional development, and simulation certification training</li> <li>• Hourly clinical teaching assistants</li> </ul>
5.	OCCF	SAC	Advanced Manufacturing Project	<ul style="list-style-type: none"> <li>• Faculty reassigned time for program coordination</li> </ul>
6.	U.S. Department of Education	SCC	TRIO Student Support Services - Classic	<ul style="list-style-type: none"> <li>• Est. Director 25%, Coordinator 25%, tutors</li> </ul>
7.	U.S. Department of Education	SCC	TRIO Student Support Services - Vets	<ul style="list-style-type: none"> <li>• Est. Director 25%, Coordinator 25%, tutors</li> </ul>
8.	U.S. Department of Education	SCC	TRIO Student Support Services – STEM	<ul style="list-style-type: none"> <li>• Est. Director 25%, Coordinator 25%, tutors</li> </ul>
9.	U.S. Department of Education	SCC	TRIO Student Support Services – Teacher Prep	<ul style="list-style-type: none"> <li>• Est. Director 25%, Coordinator 25%, tutors</li> </ul>
10.	CCCCO	SCC	Rising Scholars Network	<ul style="list-style-type: none"> <li>• PT Counselors (3)</li> <li>• PT Counseling Assistant</li> </ul>
11.	CCCCO	SCC	Rebuilding Nursing Infrastructure	<ul style="list-style-type: none"> <li>• Faculty reassigned time for curriculum development</li> <li>• Student Services Coordinator (50%)</li> <li>• Research Analyst (25%)</li> <li>• Hourly instructional assistants</li> <li>• Hourly student workers</li> </ul>