SANTA CLARITA COMMUNITY COLLEGE DISTRICT

INNOVATION AND EFFECTIVENESS GRANT AGREEMENT

Rancho Santiago Community College District on behalf of Santa Ana College

This Innovation and Effectiveness Grant Agreement ("Agreement") is between Santa Clarita Community College District ("SCCCD"), a California community college district and political subdivision of the State of California, and **Rancho Santiago Community College District on behalf of Santa Ana College** ("Applicant District"). SCCCD and Applicant District are also referred to collectively as the "Parties" and individually as "Party."

APPLICANT DISTRICT ACKNOWLEDGMENTS AND RESPONSIBILITIES:

1. **Project Implementation**– Applicant District must submit a completed Innovation and Effectiveness Grant Application ("Application") attached hereto as Exhibit A and made a part hereof. Applicant District will work to complete the Project as defined in Application based on Innovation and Effectiveness Plan.

2. **Grant Funding** - Applicant District shall receive funding in the amount listed on the Application within thirty (30) days of District's receipt of a fully-executed Agreement.

3. **Term** – Applicant District will have a period of twelve (12) months from the date of last signature on this Agreement to expend the funds received through the Institutional Effectiveness Partnership Initiative (IEPI) program ("Term"). Any request for extension will be subject to the written approval of SCCCD. Any unused funds will be required to be returned per SCCCD's directions.

4. **Quarterly Reports -** Applicant District agrees to complete and submit quarterly progress and expenditure reports beginning the end of the first full quarter, documenting the progress and funds expended to date per the Application within twenty (20) days of the end of each quarter. The end dates of each quarter are as follows**:** March 31, June 30, September 30 and December 31. Applicant District must use the Quarterly Report template attached hereto as Exhibit B. If Applicant District's quarterly expenditures are lower than expected, Applicant District must provide additional information and indicate the timeframe in expending the balance.

5. **Final Report** - Applicant District agrees to complete and submit a report to SCCCD, documenting the impact and results of the College Innovation and Effectiveness Plan and grant funding, and the final accounting within twenty (20) days of the end of the twelve (12) month Term, including proof of expenditure i.e., District check, and invoice. Applicant District must use the template attached hereto as Exhibit B.

6. **Document Retention** – In accordance with State requirements regarding the use of Grant funds, Applicant District agrees to: (a) maintain financial records in accordance with generally accepted accounting practices regarding the use of funding received for this Project including, but not limited to, original documentation; and (b) preserve and make available all records related to this Project for examination by SCCCD, Chancellor's Office, and/or their duly authorized representatives or agents for three (3) years after the completion of the Grant.

7. **Changes to Application/Agreement** – Applicant District understands and agrees that no changes will be made to the approved expenditures after SCCCD has approved the Application without written authorization by SCCCD. Unauthorized changes will not be paid by SCCCD.

8. **Regulatory Compliance** – By signing this Application and Agreement and accepting Grant funding, Applicant District agrees that it will comply with all California Education Codes, Public Contract Codes, other applicable laws and regulations and Applicant District's policies and procedures.

9. **Indemnification** - Applicant District agrees to defend, hold harmless and indemnify SCCCD, its parent, affiliates, subsidiaries, authorized representatives, directors, officers, agents and employees against any and all liability for any judgments, awards, expenses, fines, penalties, attorneys' fees, costs, or other claims for damages in connection with any suit, complaint, charge, proceeding or action of any kind alleging a violation of any statutory or regulatory provision or otherwise arising out of the negligent act or willful misconduct by Applicant District, of its duties and responsibilities under this Agreement, unless such performance or nonperformance occurred at the direction of or was caused by SCCCD. This hold harmless and indemnification includes but is not limited to compensatory damages, punitive damages, regulatory fines and penalties, and extra-contractual liability and shall survive the termination of this Agreement.

SCCCD agrees to defend, hold harmless and indemnify Applicant District, its parent, affiliates, subsidiaries, authorized representatives, directors, officers, agents and employees against any and all liability for any judgments, awards, expenses, fines, penalties, attorneys' fees, costs, or other claims for damages in connection with any suit, complaint, charge, proceeding or action of any kind alleging a violation of any statutory or regulatory provision or otherwise arising out of the negligent act or willful misconduct by SCCCD, of its duties and responsibilities under this Agreement, unless such performance or nonperformance occurred at the direction of or was caused by Applicant District. This hold harmless and indemnification includes but is not limited to compensatory damages, punitive damages, regulatory fines and penalties, and extra-contractual liability and shall survive the termination of this Agreement.

10. **Assumption of Risk** - Applicant District hereby voluntarily releases, discharges, waives and relinquishes any and all actions or causes of action occurring to Applicant District arising in any way whatsoever as a result of engaging in the activities described in the Application or any activities incidental thereto wherever or however the same may occur and for whatever period said activities may continue. Applicant District does for itself, its heirs, executors, administrators and assigns hereby release, waive discharge and relinquish any action or causes of action, aforesaid, which may hereafter arise for itself, and agrees that under no circumstances will it or its heirs, executors, administrators and assigns prosecute, present any claim against the SCCCD or any of its officers, agents, or employees for any of said causes of action, whether the same shall arise by the negligence of any of said persons, or otherwise.

11. **Trademark/Logo Use**. Applicant District must obtain written approval from SCCCD's Public Information Office ("PIO") to use SCCCD's name and/or logos in any advertisements, promotions, press releases or other media. In the event such permission is extended, PIO will furnish Applicant District with camera-ready artwork for such use. SCCCD, at its sole discretion, may limit or otherwise place conditions on Applicant District's use of SCCCD's name, and/or logos in which case such limitations shall be incorporated into this Agreement. Applicant District shall not revise, change, or otherwise alter any material related to SCCCD's name and/or logo without written consent from SCCCD.

12. **Creative Commons Attribution License:** Applicant District agrees that any works created under the Institutional Effectiveness and Technical Assistance Grant funded by the California Community Colleges Chancellor's Office carries the Creative Commons Attribution License that gives permission to the public to reproduce, distribute, perform, display, or adapt the licensed materials for any purpose so long as the user gives attribution to the author.

13. **Termination**. Either Party may, at any time, with or without cause, terminate this Agreement by providing at least thirty (30) days written notice to the other Party prior to the requested termination date. In such case, SCCCD shall compensate Applicant District only for services satisfactorily rendered to the date of termination. Written notice by SCCCD shall be sufficient to stop further performance of services by Applicant District. In such case, notice shall be deemed given when received by the Applicant District or no later than three (3) days after the day of mailing, whichever is sooner.

14. **Assignment**. The obligations of the Applicant District pursuant to this Agreement shall not be assigned by the Applicant District without the express, written approval of the SCCCD.

15. **Compliance With Applicable Laws**. The Applicant District's obligations completed herein must meet the approval of the SCCCD and shall be subject to the SCCCD's general right of inspection to secure the satisfactory completion thereof. Applicant District agrees to comply with all federal, state and local laws, rules, regulations and ordinances that are now or may in the future become applicable to Applicant District, Applicant District's business, equipment and personnel engaged in operations covered by this Agreement or accruing out of the performance of such operations ("Rules"). If Applicant District fails to comply with any applicable Rule, Applicant District shall address the issue immediately at no additional cost to SCCCD.

16. **Permits/Licenses**. Applicant District and all Applicant District's employees or agents shall secure and maintain in force such permits and licenses as are required by law in connection with the furnishing of services pursuant to this Agreement.

17. **Entire Agreement/Amendment**. This Agreement constitutes the entire agreement and understanding between the Parties, and is a complete and exclusive statement of the terms of the Parties' agreement pursuant to Code of Civil Procedure Section 1856. This Agreement cannot be modified orally, and is to be modified only by a written instrument executed by the Parties.

The Agreement documents consist of this Agreement, any exhibits attached to or referenced herein, and all amendments and/or modifications issued in writing, duly approved by SCCCD's Board of Trustees, and executed by the Parties after the release of this Agreement. Conflicting provisions hereof, if any, shall prevail in the following descending order of precedence: (a) provisions set forth in this Agreement, (b) provisions set forth in any referenced attachments or exhibits to this Agreement attached or incorporated herein by reference.

18. **Exhibits**. All exhibits referenced herein and attached hereto shall be deemed incorporated into and made a part of this Agreement by each reference as though fully set forth in each instance in the text hereof.
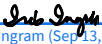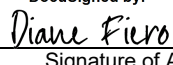
19. **Interpretation**. In interpreting this Agreement, it shall be deemed to have been prepared by the Parties jointly, and no ambiguity shall be resolved against SCCCD on the premise that it or its attorneys were responsible for drafting this Agreement or any provision hereof. The captions or heading set forth in this Agreement are for convenience only and in no way define, limit, or describe the scope or intent of any Sections or other provisions of this Agreement. Any reference in this Agreement to a Section, unless specified otherwise, shall be a reference to a Section of this Agreement.

20. **Non-Discrimination**. Applicant District agrees not to engage in unlawful discrimination in the employment of persons, or in the acceptance, assignment, treatment, evaluation or compensation of students who participate in programs sponsored or arranged by SCCCD, on the basis of 1. race, color, religion, nationality, national origin, ancestry, sex, gender, gender identity, gender expression, ethnicity, age, medical condition, mental or physical disability, marital status, sexual orientation or Vietnam-era veteran status.

21. **Non-Waiver**. The failure of SCCCD or Applicant District to seek redress for violation of, or to insist upon, the strict performance of any term or condition of this Agreement, shall not be deemed a waiver by that Party of such term or condition, or prevent a subsequent similar act from again constituting a violation of such term or condition.

22. **Notice**. All notices or demands to be given under this Agreement by either Party to the other Party shall be in writing and given either by: (a) personal service or (b) by U.S. Mail, mailed either by certified or registered mail, return receipt requested, with postage prepaid. Service shall be considered given when received, if personally served, or, if mailed, on the third day after deposit in any U.S. Post Office. The address to which notices or demands may be given by either Party may be changed by written notice given in accordance with the notice provisions of this section. At the date of this Agreement:

<u>District</u>:   Santa Clarita Community College District
Attn: Assistant Superintendent/VP Business Services
26455 Rockwell Canyon Road
Santa Clarita, CA 91355
Phone: (661) 362-3476
Fax: (661) 362-5480

<u>Applicant District</u>:   **Rancho Santiago Community College District**
Attn: Iris I. Ingram, Vice Chancellor of Business Services
2323 N. Broadway
Santa Ana, CA 92706
Phone: (714) 480-7340
Email: ingram_iris@rsccd.edu

A Party may change its/his/her designated representative and/or address for the purpose of receiving notices and communications under this Agreement by notifying the other Party of the change in writing and in the manner described in this Section.

23. **Severability**. If any term, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force and effect, and shall not be affected, impaired or invalidated in any way.

24. **Governing Law**. The terms and conditions of this Agreement shall be governed by the laws of the State of California with venue in Los Angeles, California.

APPLICANT DISTRICT BOARD-AUTHORIZED APPROVER	SANTA CLARITA COMMUNITY COLLEGE DISTRICT
BY: *Iris Ingram* (Sep 13, 2022 13:19 PDT) Signature of Authorized Representative	BY: DocuSigned by: *Diane Fiero* 0F1BC504784A4A1... Signature of Authorized Representative
Print Name Iris I. Ingram	Print Name **Diane Fiero**
Print Title Vice Chancellor, Business Services	Print Title **Deputy Chancellor and Chief Diversity, Equity, and Inclusion Officer**
Date 09/13/2022	Date 9/27/2022

SCCCD Contract #9402

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer
Identification Number and Certification

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Rancho Santiago Community College District

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☑ Other (see instructions) ▶   **Public Postsecondary Educational Institution**

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

2323 N Broadway

6 City, state, and ZIP code

Santa Ana, CA 92706

Requester's name and address (optional)

7 List account number(s) here (optional)

Print or type.
*See **Specific Instructions** on page 3.*

Part I   Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number

9 5 – 2 6 9 6 7 9 9

Part II   Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and

2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and

3. I am a U.S. citizen or other U.S. person (defined below); and

4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here   Signature of U.S. person ▶ *Adam O'Connor (Apr 27, 2022 13:30 PDT)*   Date ▶ Apr 27, 2022

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

• Form 1099-INT (interest earned or paid)

• Form 1099-DIV (dividends, including those from stocks or mutual funds)

• Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)

• Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)

• Form 1099-S (proceeds from real estate transactions)

• Form 1099-K (merchant card and third party network transactions)

• Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)

• Form 1099-C (canceled debt)

• Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

Cat. No. 10231X

Form **W-9** (Rev. 10-2018)

<u>**EXHIBIT A**</u>

SANTA CLARITA COMMUNITY COLLEGE DISTRICT ("SCCCD")
Application
Innovation and Effectiveness Grant Request

PROJECT #	THIS BOX TO BE COMPLETED BY SCCCD

DISTRICT INFORMATION ("Applicant District")

District Name	Rancho Santiago Community College District on behalf of Santa Ana College
College Name	Santa Ana College
Street Address	2323 N. Broadway
City State, Zip	Santa Ana, CA 92706

APPLICANT DISTRICT/COLLEGE CONTACT INFORMATION

<u>**Primary (District)**</u>			
Contact Name	Dr. Jeffrey Lamb		
Title	Vice President, Academic Affairs		
Email Address	lamb_jeffrey@sac.edu		
Telephone	714-564-6080	FAX #	
<u>**Secondary (College)**</u>			
Contact Name			
Title			
Email Address			
Telephone		FAX #	

DESCRIBE THE GRANT REQUEST AS STATED IN YOUR INNOVATION AND EFFECTIVENESS PLAN:

   Santa Ana College (SAC) was motivated to request a PRT as a result of our ongoing work to implement Guided Pathways, infuse equity-minded practices in our policies, practices, and day-to-day activities, and self-reflective processes such as on-going institutional planning (Education Master Plan) as well as external reports such as the Guided Pathways Scale of Adoptions and Assessment (SOAA) and our most recent ACCJC Institutional Self-Evaluation Report (ISER). These efforts varied points of planning, action, and reflection have been done collaboratively in a series of cross functional teams from all areas of campus and have included key stakeholders within the participatory framework. More specifically, each stakeholder group has been intimately involved in the planning and implementation of the College's Guided Pathways, Equity, and Integrated Planning efforts. The college will be addressing the following Areas of Focus:
A. Career and Academic Pathways (CAP, aka Meta-Majors)
B. Program Mapping Project completion
C. Learning and Engagement Equity Team
D. Integrated Planning: Nuventive Tool

TERM (NOT TO EXCEED TWELVE (12) MONTHS):

   12 months

AMOUNT REQUESTED:

$200,000	(not to exceed $200,000)

Please attach:
- Attachment A - Application Budget Summary
- Attachment B - College Innovation and Effectiveness Plan

Attachment A
Application Budget Summary

Object Code of Expenditure	Object Code Description	Project Funds Requested	Detailed Description of Proposed Expenditure
Example:			
5000	Other Operating	$10,000	Consultant for Enrollment Management
1000	Instructional Salary	$60,000	Reassign time for curriculum and PD
2000	Non-Instructional Salary	$50,000	Clerical support and data entry
4000	Instructional Supplies/Materias	$45,000	Data systems and software solutions
5000	Other Operating Expenses	$45,000	Consultants
	TOTAL:	$200,000	

* Employee benefits are only allowable for newly hired employees under the Grant

NOTE: Fringe benefits and indirect costs are not allowable expenditures under the Grant.

Attachment B
Innovation and Effectiveness Plan

[ATTACH COMPLETED IEPI PLAN]

NOTE: Fringe benefits and indirect costs are not allowable expenditures under the Grant.

California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: July 26, 2022

Name of Institution: Santa Ana College

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
Project #1: Clarify the Path						
Project #2: Enrollment Restoration Initiative						
Project #3: Program Mapping						
Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	1. Conduct a detailed analysis of student success and retention metrics and use an inquiry-based approach for identifying institution-based barriers to timely completion of certificates, degrees and transfer as well as strategies for addressing these barriers.	1. Director of Research	End of Fall 22	a. Identify appropriate external resource to assist in analysis (e.g., RP Group) in collaboration with internal researchers. b. Determine appropriate data to be collected/evaluated. c. Conduct the analysis and report the findings. d. Identify barriers as specified, drawing in part on student voices. e. Identify strategies to address the barriers f. Disseminate the results (e.g., at Campus Summit)	a. External agency selected; contract approved. b. Data identified c. Analysis completed and report produced d. Barriers identified e. Strategies recommended f. Results disseminated	
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	2. Merge programs/majors that are only slightly different in order to reduce confusion for students and reduce program mapping efforts.	1. CIC	End of Spring 23 - Process	a. Create and implement a process to retire courses/ programs - start w/ abstract process, not targeting areas, to avoid personal conflict b. Create and implement a process to merge programs c. Create and implement a process to eliminate certificates no longer needed	a. Retirement process implemented b. Merger process implemented c. Certificate elimination process implemented d. Fewer but more useful program/major options	
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	3. Analyze the College Catalog, and streamline and consolidate content as appropriate.	1. Catalog Staff and Graphic Design	End of Spring 24	a. Collaborate w CIC and other curriculum partners b. Establish criteria and process to review courses and programs c. Establish workgroup to review catalog d. Determine why the Catalog has grown within the past decade, and recommend ways to make it more concise if feasible.	a. Partners engaged b. Criteria established c. Workgroup formed and charged d. Recommendations issued e. Analysis completed f. Online catalog completed g. More concise College Catalog published	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
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Project #3: Program Mapping						
Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
				e. Analyze relevant data around: - Incomplete Programs - Scheduled Courses - Completion data - LMI - Job placement - Demographics f. Continue to create online digital catalog (in progress)		

A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	4. Form and charge a Strategic Enrollment Management Committee (EMC) with membership from Instruction and Student Services, Equity, Guided Pathways and strategic planning committees.	1. EMC, Research	End of Fall 22	a. Develop and approve the mission and charge of the EMC to include (but not be limited to) the following:
				  i. EMC to evaluate barriers to completion from an equity lens
				    - Understand the program audience: Who they are? Demographics/DI? Preferred modality/ schedules?
				    - Identify momentum points – where are we losing them on the path?
				  ii. Create early alert system for program decline
				  iii. Regular reports to the College community
				b. Determine the membership of the EMC, recruit/appoint members, and set the meeting schedule.
				c. Convene the EMC.
					a. Mission and charge approved
					b. Members named; meeting schedule established
					c. Standing Strategic Enrollment Management Committee convened	

A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	5. Implement pathways, organizational structures and support services that accelerate student progress from adult education, into non-credit, to CTE programs, into well-paying employment, and concurrently into transfer/ADT programs.	1. Enrollment Management Committee	End of Spring 23	a. Review NCR to CR pathways
				  - Identify overlap
				  - Clarify paths
				b. Create NCR Catalog (Consider link to catalog project)
				c. Incorporate Dual Enrollment into the pathways.
					a. Review completed
					b. NCR catalog created
					c. Dual Enrollment incorporated
					d. Increase in the number of students who progress from adult education, into non-credit, to CTE programs, into well-paying jobs, and concurrently into transfer/ADT programs.	

A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	6. Join the state-wide CVC-OEI as both a home college and a teaching college to provide additional opportunities for further training in distance education to faculty, administrators and students.	1. DE Committee	End of Spring 23	a. Hire staff to implement approved reorganization of Distance Education Office b. Collaborate with District IT and CVC-OEI c. Complete necessary technology integration	a. Staff hired as needed b. Collaboration in place c. Technology integration completed d. Listed as "Teaching College" in exchange e. Increase in number of enrollments from the CVC-OEI exchange	
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including*	7. Continue to refine the College's decision-making process handbook so that it clearly identifies how governance committees are connected to one another, delineates roles and	1. IE&A Committee	End of Spring 23	a. Review impact of communication - Further define links between committees, decision making and membership; include link to IE&A Committee process and new	a. Links defined and included b. Participatory Governance Handbook revised and approved as specified c. Revised handbook published	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
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Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
institutionalization, sustainability)	responsibilities, explains how work flows between committees, develops a common method of disseminating information, provides templates for post-meeting communication to the campus and establishes guidance on the representation of each constituency group and their value in the process. This process could also assist the College in evaluating equitable practices and diversity in membership in its committees. (Process)			Academic Senate Equity Intersection, Race and Social Justice Committee b. Publish the revised handbook. c. Develop and implement upfront training for applicable positions based on the handbook (e.g., Committee participation, department chairs)	d. Training system implemented	
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	8. Develop and implement alternative ways to support and include undeclared majors within the current CAP.	1. GP Executive Team/ Success Teams	End of Spring 23	a. Review undeclared majors and Liberal Arts majors as currently established. b. Identify alternative support methods, and pilot one or more that fit student needs best. c. Evaluate the results of the pilot, make revisions as needed, and implement the new support system.	a. Review completed b. Pilot(s) commenced c. Results evaluated; revisions implemented in a new support system d. Fewer undeclared majors	
A. Program Mapping Project completion *(including technology, sustainability)*	9. Create/update program maps to integrate adult education and noncredit.	1.Guided Pathways Team	End of Fall 23	a. Designate and convene a task force to create adult education and noncredit program maps. b. Provide training on mapping as needed. c. Create, approve, and publish program maps.	a. Task force convened b. Task force training completed c. Maps published on website	
B. Program Mapping Project completion *(including technology, sustainability)*	1. Use program maps to inform scheduling practices and program review.	1. Guided Pathways Tea	End of Spring 23	a. Evaluate course offerings (trend) based on program maps b. Identify gaps toward completion c. Revise course offerings to align with completion agenda	a. Decrease in total number of units taken b. Increase in number of degrees and certificates c. Increased scheduling efficiency d. Higher fill rates	
B. Program Mapping Project completion *(including technology, sustainability)*	2. Continuously update program maps.	1.Guided Pathways Team	End of Fall 23	a. Digitize program maps. b. Develop a process and timeline for program map review. c. Identify the responsible group and/or office for reviewing and revising maps and posting updated maps on website (e.g., Curriculum Review Committee). d. Implement the review process.	a. Process and timeline developed b. Responsible office assigned c. Process implemented to update program maps d. Maps maintained on website	
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	1. Structurally align/integrate Student Equity approaches with other college-wide efforts to promote support and sustainability	1. IE&AC, GP, Equity	End of Fall 23/ Spring 24—Incorporate into next Ed Master Plan	a. Evaluate existing structures and processes, in part through comparison with those at other institutions, and identify alignment gaps. b. Determine measures and data needed in program review in five pilot areas to align with Vision for Success, and determine the role of Research in providing and interpreting the data.	a. Evaluation of existing structures completed; gaps identified b. Measures, data, and role of Research determined c. Changes implemented d. Training provided e. Evaluation completed; refinements applied; campus-wide implementation commenced	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
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Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
				c. Identify and implement changes to existing structures and processes to apply the applicable data and close alignment gaps. d. Provide training as needed to all applicable personnel, to include flex activities. e. Evaluate pilot results, refine structures and processes as the findings warrant, and implement campus-wide.		
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	2. Fully implement data systems and software (to include Starfish, Colleague, and Self-Service) to inform schedule development and track student progress on their SEP.	1. Vice President of Student Services, Vice President of Academic Affairs	End of Spring 23	a. Evaluate current tools and functionality b. Identify gaps and ways to best utilize tools/systems. c. Build reports to inform Deans and others to build more responsive class schedules d. Train end-users on how to access and interpret student milestone reports. e. Post implementation evaluation	a. Data from Starfish is used to inform schedule development b. Clear cycle of course offerings based on SEP. c. Decrease in number of cut sections d. Higher percent of fill	
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	3. Develop or adopt and implement an Equity Rubric for Student Success.	1. SEAP	End of Fall 22	a. Review current literature from CCCCO b. SEAP Committee develops first draft of Equity Rubric for Student Success c. Vet Rubric through Academic Senate and College Council d. Widely publicize approved Rubric and share it on campus website e. Evaluate Rubric annually, and refine as needed.	a. Literature review completed b. Equity Rubric for Student Success drafted c. Equity Rubric vetted and approved d. Equity Rubric publicized and shared e. Initial evaluation of Equity Rubric completed; improvements incorporated as needed	
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	4. Track equity data across all student progression steps.	1. SEAP, Research	End of Fall 23	a. Explore effective tracking practices from external resources b. Determine localized practice c. Establish means to collect relevant data across all student progress steps d. Collect and evaluate data e. Publicize results f. Establish and implement action steps for improving results as the findings warrant.	a. Research on effective tracking practices completed b. Tracking process designed c. Data collection system established d. Initial data collected and evaluated e. Results publicized f. Action steps to address equity/opportunity gaps established and implemented	
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	5. Participate in the CVC @ONE's (or ACUE) professional development series.	1. L&E Team, Professional Development Committee	End of Spring 23—First cohort	a. Determine appropriate training b. Allocate resources c. Train faculty d. Establish Community of Practice e. Identify and share high impact practices; celebrate successes f. Evaluate the impact of cohort 1 by collecting pre and post institute course success data that is disaggregated by race and gender (pre data prior to Fall 2021 and post is data starting Spring 2022-Spring 2023)	a. Training determined b. Funding allocated c. Faculty training commenced; in Year 1, 25 faculty participate in professional development on equitable teaching practices d. Community of Practice established e. Best practices related to equitable grading presented at the Equity in Action Allies meeting	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
Project #1: Clarify the Path						
Project #2: Enrollment Restoration Initiative						
Project #3: Program Mapping						
Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
					f. Reduction (3%) in equity gaps for Latinx, Black/African American, Pacific Islander students, and increase success by 1%.	

D. Integrated Planning: Nuventive Tool *(including review of systems/ processes, institutional change)*	1. Formally integrate all major planning processes at the College.	1. IE&A, P&B	End of Spring 24—full cycle	a. Create a workgroup to coordinate the College-wide integrated planning effort.
				 b. Designate a high-level leader for the workgroup, to report directly to the President.
				 c. Include Program Review for all areas of the College in integrated planning.
				 d. Provide regular campus-wide opportunities for improving understanding of the definition, nature, and purposes of integrated planning as the concept is to be applied at the College; measure understanding before and after these opportunities; make improvements as the findings warrant.
				 e. Compile an information summary on all major planning processes, including purposes, goals, responsible committee, and schedule.
				 f. Delineate the relationships between the College's planning processes and those of SCC and DO.
				 g. Evaluate the level of integration of all planning processes with each other and with overarching College and District strategic directions.
				 h. Solicit input from all applicable stakeholders in developing recommendations to improve integration.
				 i. Make recommendations to improve integration in priority order, including at minimum the following:
				   i. Comprehensive planning calendar
				   ii. Clear, accessible documentation of all processes
				   iii. Training of all applicable personnel in the revised planning processes
				 j. Use, develop, acquire, or modify technology that fully supports integrated planning recommendations, and provide training on its use.
				 k. Implement recommendations in phases according to priority.
				   i. Kick off initial implementation in a campus-wide Planning Summit.
					a. Workgroup created
					 b. Leader designated
					 c. Program Review included
					 d. Learning opportunities provided; measures applied; improvements implemented as needed
					 e. Information summary compiled
					 f. Relationships delineated
					 g. Evaluation completed
					 h. Input solicited
					 i. Recommendations issued, including planning calendar, documentation, and training
					 j. Technology and training provided as needed
					 k. First phase of implementation commenced
					 l. First phase of evaluation and improvement commenced
					 m. Evaluation and improvement mechanism built in	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
Project #1: Clarify the Path						
Project #2: Enrollment Restoration Initiative						
Project #3: Program Mapping						
Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						
				l. Evaluate the effectiveness of implemented changes as they occur and make improvements as the findings warrant. m. Build in mechanism for periodic evaluation and improvement of all planning processes going forward.		
D. Integrated Planning: Nuventive Tool *(including review of systems/ processes, institutional change)*	2. Ensure that the outcomes of each funded activity are clearly stated and then evaluated to provide a closed feedback loop for continuous improvement.	1. IE&A – Planning Review Subgroup; Research	End of Spring 23	a. Ensure tools available to evaluate outcomes b. Provide a how-to guide and training to all activity leaders on outcomes development, means of evaluation, etc. c. Implement each funded activity. d. Conduct outcomes evaluation on each funded activity and report results with recommendations for improvement.	a. Tools provided b. How-to guide and training provided c. Measurable outcomes identified d. Activities implemented e. Evaluations completed; reports and recommendations disseminated f. Clear connection established between activity, outcome, evaluation.	
D. Integrated Planning: Nuventive Tool *(including review of systems/ processes, institutional change)*	3. Encourage more full-time faculty participation in various College planning activities.	1. Academic Senate	On-going	a. Gather information from all current faculty leaders on why they participate, and how this passion could be shared with others. b. Compile and analyze the results, and make recommendations on broadening engagement. c. Implement recommendations. d. Evaluate the effectiveness of the recommendations, and make improvements as the findings warrant.	a. Information gathered b. Results analyzed and recommendations issued c. Recommendations implemented d. Evaluation completed and improvements implemented e. Increase in faculty participation	
D. Integrated Planning: Nuventive Tool *(including review of systems/ processes, institutional change)*	4. Develop and implement a comprehensive Professional Development Plan for all employee groups that aligns to strategic goals and initiatives and is updated annually.	1. PD Committee, IE&A, P&B	End of Fall 23	a. Evaluate existing PD activities, including alignment with strategic goals and with each other. b. Conduct a PD needs assessment of all employee groups. c. Identify gaps in PD offerings. d. Based on the findings in the three Steps above, develop and implement a comprehensive PD plan that improves alignment, meets employee needs, and addresses gaps. e. On an annual basis, evaluate implementation of the Plan and conduct a new PD needs assessment. f. Make improvements in the Plan and in PD as the findings warrant.	a. Evaluation completed b. First annual PD needs assessment conducted c. Gaps identified d. Comprehensive Professional Development Plan developed and implemented e. Initial evaluation and second annual PD needs assessment completed f. Improvements implemented as needed	
D. Integrated Planning: Nuventive Tool *(including review of*	5. Evaluate the role of the Classified Professionals in the Participatory Governance Model, and use the findings	1. Institutional Effectiveness and Assessment	End of Spring 23	a. Review Classified Professional involvement as prescribed in existing Participatory Governance Handbook.	a. Review completed b. Evaluation completed c. Gaps identified	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
Project #1: Clarify the Path						
Project #2: Enrollment Restoration Initiative						
Project #3: Program Mapping						
Project #4: Sustain Equitable Practices						
Project #5: Integrated Planning – Structure, Process & Engagement						

systems/ processes, institutional change)	to ensure inclusive participation of Classified Professionals	Committee, College Council		b. Evaluate actual participation in governance activities by Classified Professionals.
				c. Identify gaps where Classified participation is needed but not yet supplied.
				d. Based on the findings in the three Steps above:
				  i. Revise the Handbook to reflect appropriate, inclusive participation by Classified Professionals
				  ii. Develop and implement recommendations to increase engagement to the level specified in the revised Handbook.
				e. Evaluate the effectiveness of the recommendations, and make improvements as the findings warrant.
				f. Consult with 4CS on available leadership training models for Classified Professionals, adapt at least one module to fit the needs of the College, and add it to the Professional Development Plan (see Objective D.4 above).
					d. Handbook revised; recommendations implemented
					e. Initial evaluation completed and improvements implemented
					f. Leadership training module added to PD Plan
					g. Increase in participation of Classified Professionals in Participatory Governance	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
A. Career and Academic Pathways (CAP, aka Meta-Majors) *(including institutionalization, sustainability)*	1. Conduct a detailed analysis of student success and retention metrics.... 2. Merge programs/majors.... 6. Join the state-wide CVC-OEI as both a home college and a teaching college....	The college will look to external support (such as a consultant), pay faculty reassign time and overtime for classified staff, as needed. Additionally, funds will be set aside on-going training and software solutions.	$40,000
B. Program Mapping Project completion (*including technology, sustainability*)	1. Create/update program maps to integrate adult education and noncredit. 2. Use program maps to inform scheduling practices and program review. 3. Continuously update program maps	The college will fund faculty reassign time, classified support, focused professional development, *and* software solutions.	$20,000
C. Learning and Engagement Equity Team *(including resistance to change, institutionalizing change)*	1. Structurally align/integrate Student Equity approaches with other college-wide efforts to promote support and sustainability. 2. Fully implement data systems and software. 4. Track equity data across all student progression steps 5. Participate in the CVC @ONE's (or ACUE) professional development series	The college will look to external support, on-going training, faculty reassign time, classified support, focused professional development, and software solutions.	$80,000
D. Integrated Planning: Nuventive Tool *(including review of systems/processes, institutional change)*	1. Formally integrate all major planning processes at the College. 3. Encourage more full-time faculty participation in various College planning activities 4. Develop and implement a comprehensive Professional Development Plan for all employee groups that aligns to strategic goals and initiatives and is updated annually.	The college will look to external support, on-going training, faculty reassign time, classified support, focused professional development, and software solutions.	$60,000
Total IEPI Resource Request **(not to exceed $200,000 per college)**			$200,000

Approval		
Chief Executive Officer		
Name: Dr. Annebelle Nery		
Signature or E-signature: *Annebelle Nery*		Date: 08/01/2022

Collegial Consultation with the Academic Senate		
Academic Senate President *(As applicable; duplicate if needed for district-level I&EP)*		
Name: James Isbell		
Signature or E-signature: *James Isbell (Aug 1, 2022 19:37 PDT)*		Date: 08/01/2022

EXHIBIT B

IEPI Innovation and Effectiveness Grant Progress Report

District Name	Rancho Santiago Community College District
College Name	Santa Ana College

Object of Expenditure	Budget	1st Quarter Expenditure	1st Quarter Balance	2nd Quarter Expenditure	2nd Quarter Balance	3rd Quarter Expenditure	3rd Quarter Balance	Final Expenditure	Final Unspent Balance
1000 Instructional Salary	$60,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
2000 Noninstructional Salary	$50,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
3000 Employee Benefits									
4000 Supplies and Materials	$45,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
5000 Other Operating	$45,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
6000 Capital Outlay	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
7000 Other Outgo	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
Total	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]

Summary of implementation of activities and expenditures: [INSERT]

If expenditures are lower than expected, or might appear to be lower than expected given the reporting period, please include a short description of the expected expenditures through the remaining period of the grant, and indicate whether you expect there to be an unexpended balance at the end of the one-year period of your grant:
[INSERT]

* Employee benefits are only allowable for newly hired employees under the Grant

BOT Item 6.11 (Apvd 9.12.2022)_SAC-22-093_ AA_IEPI Grant Agmt w Santa Clarita CCD

Final Audit Report   2022-09-13

Created:	2022-09-13
By:	Jennifer Valencia (valencia_jennifer@sac.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAesaJV5XnfLIfMUR2bc21fa6TzZoka3eC

"BOT Item 6.11 (Apvd 9.12.2022)_SAC-22-093_AA_IEPI Grant Agmt w Santa Clarita CCD" History

🗎 Document created by Jennifer Valencia (valencia_jennifer@sac.edu)
2022-09-13 - 7:22:29 PM GMT- IP address: 204.75.250.16

✉ Document emailed to Iris Ingram (Ingram_Iris@rsccd.edu) for signature
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🗎 Email viewed by Iris Ingram (Ingram_Iris@rsccd.edu)
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🖋 Document e-signed by Iris Ingram (Ingram_Iris@rsccd.edu)
Signature Date: 2022-09-13 - 8:19:50 PM GMT - Time Source: server- IP address: 47.229.122.246

✅ Agreement completed.
2022-09-13 - 8:19:50 PM GMT

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2022 W9 RSCCD

Final Audit Report   2022-04-27

Created:	2022-04-27
By:	Erika Almaraz (Almaraz_Erika@rsccd.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAA6b-Y_x6iKvTa6I6B7-mkHUYhlKMJfFbV

"2022 W9 RSCCD" History

Document created by Erika Almaraz (Almaraz_Erika@rsccd.edu)
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Signature Date: 2022-04-27 - 8:30:44 PM GMT - Time Source: server- IP address: 204.75.252.2

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RANCHO SANTIAGO
Community College District

Agenda Item Details

Meeting	Sep 12, 2022 - REGULAR BOARD OF TRUSTEES MEETING (HYBRID)
Category	4. PUBLIC SESSION
Subject	4.6 Approval of Consent Calendar
Type	Action
Recommended Action	Motion to approve the Consent Calendar.

Motion & Voting

Motion to approve the Consent Calendar.

Motion by Phillip Yarbrough, second by David Crockett.
Final Resolution: Motion Carried
Aye: Tina Arias Miller, David Crockett, Zeke Hernandez, John Hanna, Sal Tinajero, Phillip Yarbrough, Ryan Foley

RANCHO SANTIAGO
Community College District

Agenda Item Details

Meeting	Sep 12, 2022 - REGULAR BOARD OF TRUSTEES MEETING (HYBRID)
Category	6. INSTRUCTION
Subject	6.11 *Approval of Innovation and Effectiveness Grant Agreement between RSCCD on behalf of Santa Ana College and Santa Clarita Community College District
Type	Action (Consent)
Fiscal Impact	Yes
Dollar Amount	200,000.00
Budgeted	Yes
Recommended Action	Motion to approve the Innovation and Effectiveness Grant Agreement between RSCCD on behalf of Santa Ana College and Santa Clarita Community College District, located in Santa Clarita, California, as presented.

BACKGROUND:
Santa Ana College ("SAC") requested an Institutional Effectiveness Partnership Initiative ("IEPI") Partnership Resource Team ("PRT") as a result of our on-going work to implement Guided Pathways, infuse equity-minded practices in our policies, practices and day-to-day activities, and self-reflective processes such as on-going institutional planning and our most recent ACCJC Institutional Self-Evaluation Report ("ISER"). The PRT will help the college in the planning and implementation of the College's Guided Pathways, Equity and Integrated Planning efforts. The college will be addressing the following Areas of Focus: A. Career and Academic Pathways (CAP, aka Meta-Majors); B. Program Mapping Project completion; C. Learning and Engagement Equity Team and D. Integrated Planning: Nuventive Tool.

ANALYSIS:
This Innovation and Effectiveness Grant Agreement between RSCCD on behalf of Santa Ana College and Santa Clarita Community College District ("Agreement") will have a term of twelve (12) months upon execution. The Agreement will provide $200,000 to be used towards the Areas of Focus as outlined.

RECOMMENDATION:
It is recommended the Board of Trustees approve the Innovation and Effectiveness Grant Agreement between RSCCD on behalf of Santa Ana College and Santa Clarita Community College District, located in Santa Clarita, California, as presented.

PREPARED BY:
Jeffrey N. Lamb, Ph.D., Vice President of Academic Affairs

SUBMITTED BY:
Annebelle Nery, Ph.D., President, Santa Ana College

SAC-22-093_SAC IEPI Innovation and Effectiveness Grant Agreement _FINAL Packet.pdf (802 KB)

Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board

members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.