

**SANTA CLARITA COMMUNITY COLLEGE DISTRICT**

**INNOVATION AND EFFECTIVENESS GRANT AGREEMENT**

**Palomar Community College District**

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 **Palomar Community College District** (“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 College 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.

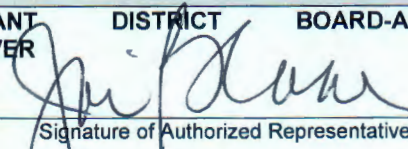
- 19. **Interpretation.** In interpreting this Agreement, it shall be deemed to have been prepared by the Parties jointly, and no ambiguity shall be resolved against SCCCD on the premise that it or its attorneys were responsible for drafting this Agreement or any provision hereof. The captions or heading 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:

District: 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

Applicant District: Palomar Community College District  
 1140 W. Mission Rd  
 San Marcos, CA, 92069  
 760-744-1150 ext. 2105  
 jblake@palomar.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 APPROVER	DISTRICT BOARD-AUTHORIZED	<u>SANTA CLARITA COMMUNITY COLLEGE DISTRICT</u>
BY: 	BY: _____	Signature of Authorized Representative
Print Name: Joi Lin Blake	Print Name: Barry Gribbons	
Print Title: Superintendent/President	Print Title: Deputy Chancellor	
Date: June 12, 2019	Date: _____	

**4. Tax Certification: SUBSTITUTE IRS FORM W-9 (Rev. December 2014), Request for Taxpayer Identification Number and Certification**

<b>Print or type</b>	Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Palomar Community College District</b>		
	Business name/disregarded entity name, if different from above		
	Check appropriate box for federal tax classification; check only one of the following seven boxes:	<input type="checkbox"/> Individual/Sole Proprietor or single-member LLC - Note: For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited Liability Company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ____ <input checked="" type="checkbox"/> Other ▶ _____	Exemptions (codes apply only to certain entities, not individuals) Exempt payee code (if any) ____ Exemption from FATCA reporting code (if any) ____
	Address (number, street, and apt. or suite no.) <b>1140 W. Mission Rd</b>		Requester's name and address: <b>Santa Clarita Community College District 26455 Rockwell Canyon Road Santa Clarita, CA 91355</b>
City, state, and ZIP code <b>San Marcos, CA, 92069</b>			

<b>Taxpayer Identification Number (TIN)</b> Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3 of the complete IRS Form W-9 (see link below). For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3 of the complete IRS Form W-9 (see link below). <b>Note.</b> If the account is in more than one name, see the chart on page 4 of the complete IRS Form W-9 (see link below) for guidelines on whose number to enter. <b>Instructions:</b> See complete 0105 Form W-9 Request for Taxpayer Identification Number and Certification at <a href="http://www.irs.gov/formspubs/index.html">www.irs.gov/formspubs/index.html</a> .	<b>Social Security Number</b> <table border="1" style="width:100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td><td style="width:12.5%;"></td> </tr> </table> Or <b>Employer Identification Number</b> <table border="1" style="width:100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width:12.5%; text-align:center;">9</td><td style="width:12.5%; text-align:center;">5</td><td style="width:12.5%; text-align:center;">6</td><td style="width:12.5%; text-align:center;">0</td><td style="width:12.5%; text-align:center;">0</td><td style="width:12.5%; text-align:center;">2</td><td style="width:12.5%; text-align:center;">2</td><td style="width:12.5%; text-align:center;">7</td> </tr> </table>											9	5	6	0	0	2	2	7
9	5	6	0	0	2	2	7												

**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 in the complete IRS Form W-9); 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 the Business name/disregarded entity name 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, the Business name/disregarded entity name 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, page 3 of the complete IRS Form W-9.

<b>Sign Here</b>	Signature of U.S. person ▶	Date ▶
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**EXHIBIT A**

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

**PROJECT #**

THIS BOX TO BE COMPLETED  
BY SCCC

**DISTRICT INFORMATION ("Applicant District")**

District Name	Palomar Community College District
College Name	Palomar College
Street Address	1140 W. Mission Rd
City	San Marcos, CA 92069
State, Zip	

**APPLICANT DISTRICT/COLLEGE CONTACT INFORMATION**

<b>Primary (District)</b>			
Contact Name	Joi L. Blake		
Title	Superintendent/President		
Email Address	jblake@palomar.edu		
Telephone	760-744-1150 ext 2105	FAX #	
<b>Secondary (College)</b>			
Contact Name	Michelle Barton		
Title	Sr. Director Institutional Planning, Research, Effectiveness, and Grants		
Email Address	mbarton@palomar.edu		
Telephone	760-744-1150 ext 2534	FAX #	

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

Palomar will utilize grant funds to support the following activities:

- 1) Evaluate, and refine its current governance structure and processes.
- 2) Given the outcome of the revised governance structure, evaluate its integrated planning and resource allocation and ensure alignment with the Vision for Success goals and strategies.
- 3) Improve its outreach and onboarding processes.
- 4) Assess, refine and streamline of business practices in our finance and administrative services to improve the efficiency of processes.

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

12

**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 Salaries	\$5,000	Summer compensation for faculty participating in retreats
2000	NonInstructional Salaries	\$5,000	Compensation (overtime) for staff working on governance/planning and implemetnation of BPA strategies.
4000	Supplies and Materials	\$5,000	Support for summer meetings and governance focus groups/retreats
5000	Other Operating	\$120,000	Funding to support CRM and Comitment accounting software.
5000	Other Operating	\$65,000	Facilitation consultant; FCMAT
	<b>TOTAL:</b>	200,000	

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

**Attachment B  
Innovation and Effectiveness Plan**

**[ATTACH COMPLETED IEPI PLAN]**



**Institutional Effectiveness Partnership Initiative  
Partnership Resource Teams  
Institutional Innovation and Effectiveness Plan  
Date: May 29, 2019**

**Name of Institution: PALOMAR COLLEGE**

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
<p>A. Governance Committee Structure: Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement.</p>	<p>1. Complete an evaluation of the governance structure as a whole and implement changes as the findings warrant.</p> <ul style="list-style-type: none"> <li>a. Review council/committee charges within the VfS/Equity/Guided Pathways environment.</li> <li>b. Delineate operational versus strategic responsibilities.</li> <li>c. Implement recommendations for improvement.</li> </ul>	<p>J. Blake</p>	<p>May, 2020</p>	<ul style="list-style-type: none"> <li>1. Engage in a summer retreat (with SPC) to examine the current governance structure and identify recommendations for updates/changes to the structure.</li> <li>2. Share recommendations and seek feedback.</li> <li>3. Identify timeline and plan for implementing changes.</li> <li>4. Conduct monthly check-in on progress.</li> <li>5. Facilitate implementation of recommended changes.</li> </ul>	<ul style="list-style-type: none"> <li>1. Facilitator hired, if desired; retreat held</li> <li>2. Recommendations for updating governance structure from summer retreat.</li> <li>3. Proposed changes shared across college constituent groups and councils for feedback.</li> <li>4. Plan with timeline for implementation completed and disseminated</li> <li>5. Monthly check-ins done as scheduled</li> <li>6. Revised governance structure in place.</li> </ul>	
<p>A. Governance Committee Structure: Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement</p>	<p>2. Develop and implement approaches to organizing meetings to focus on collaborative inquiry vs. "report outs."</p>	<p>J. Blake / Vice Presidents /</p>	<p>May, 2020</p>	<ul style="list-style-type: none"> <li>1. Review models for meeting facilitation (e.g., Lucid 16 types of meetings).</li> <li>2. Establish and implement meeting norms.</li> <li>3. Revise agendas to focus on inquiry, discussion, and action rather than reporting out.</li> </ul>	<ul style="list-style-type: none"> <li>1. Review completed</li> <li>2. Documented meeting norms effectively disseminated.</li> <li>3. Revised agendas and minutes reflecting more intentional dialogue and action.</li> </ul>	



Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
<p>A. Governance Committee Structure: Implement a regular evaluation process to monitor the effectiveness of the governance structure.</p>	<p>3. Review and revise evaluation process to include both summative and formative reviews of governance.</p>	<p>J. Blake / Vice Presidents / Constituent Groups</p>	<p>May, 2020 – for formative review process</p>	<ol style="list-style-type: none"> <li>1. Review evaluation process with SPC (or workgroup).</li> <li>2. Implement revisions to process based on feedback with SPC.</li> <li>3. Implement formative review.</li> <li>4. TAKE ACTION on recommendations from formative review.</li> <li>5. Implement summative review, including regularly scheduled evaluation of the entire system and of the efficacy of all committees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review completed; revised description of evaluation process disseminated; revised process implemented.</li> <li>2. Formative review implemented; actions initiated based on recommendations</li> <li>3. Report of summative review with recommended actions.</li> <li>4. Summary or status description of actions implemented.</li> </ol>	
<p>B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process.</p>	<p>1. OUTREACH: Develop and implement comprehensive and integrated outreach process as related to Strata report, and to also include high school component:</p> <ol style="list-style-type: none"> <li>a. Outreach to potential students and parents earlier in their high school careers.</li> <li>b. Outreach program that places staff in key feeder high school districts</li> </ol>	<p>VPSS</p>	<p>May, 2020</p>	<ol style="list-style-type: none"> <li>1. Review Strata report.</li> <li>2. Review current outreach practices.</li> <li>3. Develop one overall outreach plan/calendar documenting and organizing outreach under one comprehensive approach.</li> <li>4. Define and implement structure for high school outreach activities to include early outreach and outreach to parents, incorporating a CRM system.</li> <li>5. Integrate outreach practices and plans for SEM target population into the comprehensive plan.</li> <li>6. Ensure outreach activities are applicable to all student populations including traditionally underrepresented student body.</li> <li>7. Evaluate outreach practices and make improvements as the findings warrant.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review of Strata report.</li> <li>2. Implementation of Strata report recommendations.</li> <li>3. List of current outreach practices.</li> <li>4. Calendar/Plan of integrated outreach practices across the college.</li> <li>5. Outreach conducted according to calendar and plan.</li> <li>6. High school outreach structure implemented.</li> <li>7. Outreach for SEM target population integrated into comprehensive plan.</li> <li>8. Applicability monitored on a regular basis.</li> <li>9. Evaluation process completed and improvements implemented as needed.</li> </ol>	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process.	2. ONE STOP: Create "one-stop" Student Services Center and a virtual Welcome Center vision.	VPSS	May, 2020	<ol style="list-style-type: none"> <li>1. Establish work team to identify services and infrastructure for a one-stop Student Services Center.</li> <li>2. Create the vision for a virtual welcome center that mirrors one-stop and supports all students including the college's traditionally underrepresented student body.</li> <li>3. Ensure student voice is integrated in the design of the Vision.</li> <li>4. Develop and implement a process for regular evaluation and improvement of the one-stop center.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work team in place.</li> <li>2. Identified list of services to be provided and infrastructure for the one-stop (to be "shovel ready").</li> <li>3. Space allocated and facilities modifications completed.</li> <li>4. Virtual welcome center specifications created with student input.</li> <li>5. Virtual welcome center established.</li> </ol>	
B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process.	3. ONBOARDING: Streamline onboarding process for new students as outlined in the Strata report.	VPSS	May, 2020	<ol style="list-style-type: none"> <li>1. Review Strata report.</li> <li>2. Integrate student voice in design and development process.</li> <li>3. Prioritize next steps action plan with a focus on "biggest impact" items for students, including a CRM system.</li> <li>4. Implement action plan informed by Strata report.</li> <li>5. Ensure equity focus in all onboarding activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review completed.</li> <li>2. Prioritized list of activities in action plan, developed with student input and incorporating an equity focus.</li> <li>3. Implemented streamlined onboarding process as informed by the Strata report.</li> </ol>	
B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process	4. PROMISE: Scale Promise Program and add a second year if feasible.	VPSS	May, 2020	<ol style="list-style-type: none"> <li>1. Hire Promise Coordinator.</li> <li>2. Establish Promise Center.</li> <li>3. Increase number of Promise participants.</li> <li>4. Implement 2<sup>nd</sup> year program with special attention to the college's traditionally underrepresented students.</li> <li>5. Ensure student voice is integrated in the program design and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promise Coordinator hired.</li> <li>2. Promise Center established, with student input in the design and development process.</li> <li>3. Increased number of Promise participants.</li> <li>4. 2<sup>nd</sup> year Promise implemented.</li> </ol>	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	1. Develop three-year strategic financial plan for aligning ongoing revenues and expenditures.	Joi Blake, Acting VPFAS / VPFAS	May, 2020	<ol style="list-style-type: none"> <li>1. Engage assistance of FCMAT to review and identify areas for improvement of the college's fiscal planning and infrastructure.</li> <li>2. Review current fiscal plan draft and identify areas for improvement and integration with new SCFF.</li> <li>3. Develop simulation model for determining TCR based on changes to the college's base funding, FTES, supplemental allocations, and student outcomes.</li> <li>4. Identify targets and goals for implementing improvements ala SCFF.</li> </ol>	<ol style="list-style-type: none"> <li>1. FCMAT study completed.</li> <li>2. Completed Plan</li> <li>3. Completed simulation model.</li> <li>4. Targets and goals identified.</li> </ol>	
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	2. Prioritize and implement strategies to automate and improve FAS systems.	Acting VPFAS / VPFAS	May, 2020	<ol style="list-style-type: none"> <li>1. Prioritize systems for automation.</li> <li>2. Develop implementation plan and timeline.</li> <li>3. Engage in operational review sessions with another CCC of comparable size.</li> <li>4. Identify project teams and funding sources (if needed).</li> <li>5. Implement action plan according to timeline.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritized list of automation projects.</li> <li>2. Implementation plan, with team, funding sources, and timeline established.</li> <li>3. Comparative review sessions completed.</li> <li>4. Project teams and resources in place.</li> <li>5. Action plan underway by the end of the grant period.</li> </ol>	
D. Integrated Planning Process: Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	1. Implement a coherent, integrated approach to institutional planning, including a systematic process for determining, implementing, and evaluating strategic institutional priorities. (This includes items 1,4,5, 6, and 8,9 in the MOO)	Joi Blake, Sr. Director IR&P	May, 2020	<ol style="list-style-type: none"> <li>1. As part of the work for reviewing our governance structure the college will also revise and refine its planning process. This will include expanding/or building on the retreats described in A.1 above to:</li> <li>2. Establish plan for redesigning process.</li> <li>3. Share plan with college community, and ensure student voice is reflected in feedback.</li> <li>4. Refine plan based on feedback; depict planning model in flow chart.</li> <li>5. Implement plan (to include improvements in the PRP process as called out in Objective D.2 below).</li> <li>6. Evaluate process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitator hired if desired.</li> <li>2. Plan established and shared; feedback gathered from all groups, including students.</li> <li>3. Plan refined; planning model developed and depicted in flow chart.</li> <li>4. Plan implemented; updated planning process described in ISER.</li> <li>5. Evaluation of process completed.</li> </ol>	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
D. Integrated Planning Process: Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	2. Implement improvements to the College's PRP process to ensure follow through and integration with integrated planning and resource allocation model.	Joi Blake, VPs, Sr. Director IR&P	May, 2020	<ol style="list-style-type: none"> <li>1. Review current PRP processes across the councils and establish standard process.</li> <li>2. Develop and implement mechanism for allocating resources based on PRP and Strategic Priorities.</li> <li>3. Develop and implement process for "closing the loop."</li> </ol>	<ol style="list-style-type: none"> <li>1. Cross council constituent group formed.</li> <li>2. Revised PRP process defined.</li> <li>3. Revised PRP implemented</li> <li>4. Process for closing the loop implemented.</li> <li>5. Evaluation of process completed.</li> </ol>	
D. Integrated Planning Process: Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	3. Improve engagement of campus community in discussion and action to support student success and address institutional priorities throughout the planning cycle.	Joi Blake, VPs, Sr. Director IR&P	May 2020	<ol style="list-style-type: none"> <li>1. Implement methods to increase engagement and discussion during governance meetings.</li> <li>2. Implement methods to increase engagement and discussion of student learning and success throughout campus community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased engagement and discussion during meetings documented.</li> <li>2. Methods for increasing campus community in discussion on student learning and success implemented.</li> </ol>	

## Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
A. Governance Committee Structure: Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement. (Blue shaded box above.)	<ol style="list-style-type: none"> <li>1. Complete an evaluation of the governance structure as a whole and implement changes as the findings warrant.</li> <li>2. Develop and implement approaches to organizing meetings to focus on collaborative inquiry vs. "report outs."</li> </ol>	Hire facilitator. (See Action Steps 1.1-1.5 and 2.1 -2.3 under Focus Area A above)	\$15,000
A. Governance Committee Structure: Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement. (Blue shaded box above.)	<ol style="list-style-type: none"> <li>1. Complete an evaluation of the governance structure as a whole and implement changes as the findings warrant.</li> <li>2. Develop and implement approaches to organizing meetings to focus on collaborative inquiry vs. "report outs."</li> </ol>	Personnel and meeting costs to hold Summer Retreats and/or additional meetings to complete evaluation and prepare recommendation for refinements. (See Action Steps 1.1-1.5 and 2.1-2.3 under Focus Area A above)	\$15,000
D. Integrated Planning Process: Review and approve the colleges IPM process and ensure the underlying framework resulting in the VfS Goals apply throughout	<ol style="list-style-type: none"> <li>1. Implement a coherent, integrated approach to institutional planning, including a systematic process for determining, implementing, and evaluating strategic institutional priorities.</li> <li>2. Implement improvements to the College's PRP process to ensure follow through and integration with integrated planning and resource allocation model.</li> </ol>	Hire facilitator. (See Action Steps 1.1 -1.5 under Focus Area D above)	Included in cost of hiring a facilitator above. College proposes taking an integrated approach to addressing governance and planning focus.
D. Integrated Planning Process: Review and approve the colleges IPM process and ensure the underlying framework resulting in the VfS Goals apply throughout	<ol style="list-style-type: none"> <li>1. Implement a coherent, integrated approach to institutional planning, including a systematic process for determining, implementing, and evaluating strategic institutional priorities.</li> <li>2. Implement improvements to the College's PRP process to ensure follow through and integration with integrated planning and resource allocation model.</li> </ol>	Personnel and meeting costs to hold Summer Retreats and/or additional meetings to complete evaluation and prepare recommendation for refinements. (See Action Steps 1.1-1.5 and 2.1-2.3 under Focus Area A above – We are addressing Area of Focus A and D together as they are intertwined.)	Included in the costs of personnel and meetings estimate above as the college proposes taking an integrated approach to addressing governance and planning focus area items

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process	1 and 3: OUTREACH and ONBOARDING:	Support for the implementation of a CRM and related processes as identified in the STRATA Business Process Analysis for Student Services	\$50,000
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	1. Develop three-year strategic financial plan for aligning ongoing revenues and expenditures.	Engage FCMAT to review and identify areas for improvement for the college's fiscal planning and infrastructure. (See Action Step C.1.1 above)	\$50,000
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	2. Prioritize and implement strategies to automate and improve FAS systems.	Implement commitment accounting functionality for PeopleSoft (set-up and consulting; project will necessitate unwinding dysfunctional/disjointed legacy processes). - Represents top prioritized item from the task to automate FAS processes. (See Action Step C.2.1 above.)	\$70,000
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			<b>NOT TO EXCEED 200,000</b>

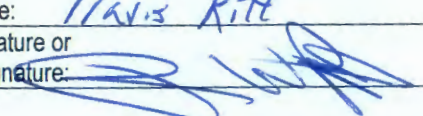
<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name:	
Signature or E-signature: 	Date: 6/24/19

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b>	
<i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name:	
Signature or E-signature:	Date:

See attached

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
B. Student Application and Onboarding Process: Assessment, refinement, and streamlining of the college's student application and onboarding process	1 and 3: OUTREACH and ONBOARDING:	Support for the implementation of a CRM and related processes as identified in the STRATA Business Process Analysis for Student Services	\$50,000
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	1. Develop three-year strategic financial plan for aligning ongoing revenues and expenditures.	Engage FCMAT to review and identify areas for improvement for the college's fiscal planning and infrastructure. (See Action Step C.1.1 above)	\$50,000
C. Business Practices: Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	2. Prioritize and implement strategies to automate and improve FAS systems.	Implement commitment accounting functionality for PeopleSoft (set-up and consulting; project will necessitate unwinding dysfunctional/disjointed legacy processes). - Represents top prioritized item from the task to automate FAS processes. (See Action Step C.2.1 above.)	\$70,000
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			<b>NOT TO EXCEED 200,000</b>

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name:	
Signature or E-signature:	Date:

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b>	
<i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name: <i>Travis Rite</i>	
Signature or E-signature: 	Date: <i>5/31/19</i>

**EXHIBIT B**

IEPI Innovation and Effectiveness Grant Progress Report

District Name	Palomar Community College
College Name	Palomar College

Object of Expenditure	Budget	1 <sup>st</sup> Quarter Expenditure	1 <sup>st</sup> Quarter Balance	2 <sup>nd</sup> Quarter Expenditure	2 <sup>nd</sup> Quarter Balance	3 <sup>rd</sup> Quarter Expenditure	3 <sup>rd</sup> Quarter Balance	Final Expenditure	Final Unspent Balance
1000 Instructional Salary	5,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
2000 Noninstructional Salary	5,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
3000 Employee Benefits									
4000 Supplies and Materials	5,000	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]	[INSERT]
5000 Other Operating	[185,000	[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	200,000	[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 or fringe benefits are not allowable expenditures of monies awarded under this grant.