

October 17, 2018

Dr. Dianne G. Van Hook
Chancellor, College of the Canyons
IEPI Overall Coordinator
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26455 Rockwell Canyon Road
Santa Clarita, CA 91355

Re: Letter of Interest – IEPI Partnership Resource Team (PRT) Visit

Dear Dr. Van Hook:

Please consider this a formal letter of interest from our district for a PRT visit.

Institution Name

San Bernardino Community College District
(SBCCD)

Areas in Which SBCCD is Doing Well

Strong Workforce

- ▶ The California Community Colleges Chancellor's Office has recognized 22 career education programs at San Bernardino Valley College and Crafton Hills College for increasing graduates' earnings by 50% or more. From nursing and respiratory care to child development and water technology, our hands-on training helps students get ahead.

Sustainability

- ▶ SBCCD was recognized this past summer by the California Higher Education Sustainability Conference for its Sustainability Initiatives, Measurable Goals and Collaborative Actions. SBCCD's Sustainability Plan was developed in response to its participation with the American College and University Presidents' Climate Commitment and includes the road map for the districtwide LEED projects,

integrated energy infrastructure projects, energy saving programs and ZNE campuses.

- ▶ SBCCD's Crafton Hills College was recognized as well for Sustainability by Design for Facilities Operations. The LEED building certifications for all new construction projects at this campus were leveraged to promote sustainable facilities operations. Sustainability measures for the campus facilities and operations include an integrated pest control management, Owners Project Requirements (OPR), and the 2016 non-potable water project.

Improved District Support Services

- ▶ One of 72 community college districts within the California Community College system, SBCCD has selected Oracle Enterprise Resource Planning Cloud to provide more visibility into operations as well as improved reporting capabilities, and to help ensure more informed decision-making as it works to declare fiscal independence from the county. The breadth and depth of Oracle's cloud functionality will enable SBCCD to drive

sustainable cost reductions, simplify processes, and standardize systems.

- › SBCCD has been chosen to present at this fall's ACBO conference on its method for modernizing its budget from a paper-based system to a paperless solution.

Meeting the Reality of Rising Pension Costs

- › STRS-PERS rates are rising through 2021 and beyond. Liabilities are now on financial statements and in the news. The Chancellor's Office has urged districts to plan ahead for the long term. SBCCD will be participating in the CCLC Annual Convention this fall to share its successful strategy for managing these costs for the future.

SBCCD's Areas of Focus for PRT

We believe that the institutional effectiveness of our IT operations could benefit greatly from the technical assistance and evaluation of a team of peers and experts. In particular, we would like to develop a plan that positions SBCCD to more effectively seize opportunities of innovation; apply best practices; review existing organizational structures; analyze staffing levels; analyze functions by location; analyze existing hardware replacement; review the current governance structure; improve climate survey responses; increase response time to large-scale projects; conduct an inventory/analysis of existing hardware and software; and improve districtwide long-term IT strategic planning.

Rationale

In May 2008, SBCCD engaged a consultant to assess its districtwide IT function in an effort to meet the increasing needs of its instructional and administrative programs. Based on those recommendations, the structure that exists today, known as Technology & Educational Support Services, or TESS, was put in place. Governance currently consists of six

districtwide and two campus committees (www.sbccd.org/bfs/TESSCommittees), including a support team at each college led by a Director reporting to the campus Vice President of Administrative Services, and a districtwide department led by an Executive Director reporting to the Chancellor.

The college IT departments have become more autonomous over the years and are responsive to the colleges' day-to-day needs. The districtwide IT department supports the day-to-day operations of the district office and the SBCCD TV/radio station. Although the three directors meet consistently to discuss districtwide issues, we often find our IT resources in a reactive state, rather than a proactive one.

This area has not been reviewed for over a decade, utilizes a large share of District resources, could score higher on climate surveys, and is very decentralized. We want to undertake a review of best practices, organizational structure, staffing, functions, etc.

Relation to Core Commitments in the Vision for Success

- 1 | *Focus relentlessly on students' end goals.*
Technology services are key to focusing on the future. Empowering students, faculty and staff with access to data and the ability to respond to available resources and trends in order to facilitate SBCCD's success would be greatly enhanced by improving our information technology foundation.
- 2 | *Always design and decide with the student in mind.* Having the right IT platform would enable SBCCD to better respond with innovate solutions to student needs, including payment options, running scheduling scenarios, building education plans, etc.
- 3 | *Pair high expectations with high support.* SBCCD would like to improve on its ability to meet the emerging demands of modern students with efficient and inventive systems and solutions.

4 | *Foster the use of data, inquiry, and evidence.* More important than ever in light of the State’s new Student Centered Funding Formula, SBCCD would like to be poised to capture student success trends and use them to identify what works for our community and what doesn’t.

5 | *Take ownership of goals and performance.* Collaboration, transparency and access to information could be greatly enhanced through improvement in the IT infrastructure, systems and appropriate hardware.

6 | *Enable action and thoughtful innovation.* SBCCD would like to set the stage for its students, faculty and staff to

respond to problems unique to its culture and develop out of the box solutions. An improved IT framework would maximize the probability of this outcome.

7 | *Lead the work of partnering across systems.* SBCCD has proven itself among the leaders of the California Community College system in implementing its Sustainability Plan and partnering with Oracle to improve its business systems. Improved IT infrastructure could enable us to remain on this path.

Ideal Time for First Visit

Spring 2019 would be the ideal time for the first visit.

Thank you for your consideration. Please let us know if you need anything further.

Sincerely,



Bruce Baron
Chancellor



Typical Process for Partnership Resource Team (PRT) Visits

(For distribution to client-institution participants in the initial PRT visit; revised October 15, 2018)

General Notes

- Typically, the institutional CEO initiates the PRT process with a Letter of Interest (LOI). In the LOI, she or he identifies specific Areas of Focus in which technical assistance would be helpful to the institution.
- Training is provided for all PRT members before they commence service.
- Each client institution receives at least three in-person visits from the PRT, as described in detail below. Exceptions to this practice are rare, because all three visits serve important purposes.
- The Project Director and IEPI Program Specialist do the initial work with the institutional CEO, point persons, and PRT members on setting the dates for the first two visits and on other logistics. However, after these contacts in the early part of the process, in most cases the PRT Lead assumes primary responsibility for working with the point persons and CEO to finalize the meeting schedule and other arrangements.
- The main responsibilities of the PRT Lead include communicating as needed with the CEO and point persons.
- The PRT Lead schedules at least one substantial phone conversation or meeting with the CEO before each visit, in part to ensure mutual understanding of the purposes of and expectations for the visit. For example, it's important to clarify with the CEO that visit 1 is designed to gather information and to determine the scope of PRT assistance needed, not to provide immediate conclusions or recommendations for action.
- After each visit, both PRT members and the institutional participants are asked by the external evaluator to evaluate the visit using an online questionnaire.

Preparation for Visit 1

- To ensure a productive visit, it's very important for the CEO and point persons to inform the institutional community, and especially the participants in visit meetings, about the nature and purposes of the PRT visit, and about the perspectives that participants will be asked to share in the meetings. Sufficient functional and constituency representation in the meetings is also very important.
- The IEPI Project Director requests from the institution a somewhat more detailed (but still concise) treatment of the Areas of Focus, which the CEO will prepare in consultation with the Academic Senate President and other applicable leadership.
- The CEO designates before Visit 1 a working group that will start drafting the institution's Innovation and Effectiveness Plan (the I&EP Drafting Group) with the guidance of the PRT during the second visit. The group may be ad hoc or existing, and if necessary, the CEO may designate two or even three groups, each of which is to draft one or more sections of the Plan. The group(s) should be relatively small, yet reasonably representative with respect to applicable functions and constituencies, to improve both the Plan and its subsequent implementation.
- The PRT reviews the following documentation, in addition to the Letter of Interest and the Areas of Focus treatment:
 - A relatively small set of documents regarded by the institution as crucial to understanding the Areas of Focus and provided to the Project Director by the point persons
 - IEPI and accreditation status documentation
 - Other documentation available on the institutional website, or provided by the institution at the team's request, that is related to the Areas of Focus
- The PRT reviews the draft list of individuals and groups and the schedule that the institution has suggested for interviews/meetings (both provided by the point persons to the Project Director), which should include at least some members of the I&EP Drafting Group. The PRT then requests any additional interviews or

meetings that are needed to gain a fuller understanding of the institution's needs, and decides who on the PRT should meet with whom.

- Some interviews/meetings might work best with one PRT member; others might require two or more members, or the whole team. In some cases, two or even three parallel meeting tracks might be scheduled.
- The initial visit day typically starts at 8:00 or 8:30, and includes short breaks between meetings (to the extent that any formal committee meetings have such flexibility), a 45-to-60-minute lunch break, an afternoon wrap-up meeting just for PRT members, and then time for an oral *Summary of Initial Visit* to the CEO (and others at the CEO's discretion), all by the target finish time of 4:30 or 5:00. The PRT Lead works with the point persons to finalize the schedule for the day.

Visit 1: Gathering Information and Establishing Scope

- The PRT holds interviews and meetings with the individuals and groups as scheduled, and asks questions the PRT has identified for each interview or meeting, with clarifying and follow-up questions as appropriate.
- The PRT analyzes the information gathered in the interviews and meetings.
- The PRT meets as a team to share preliminary observations about the institution's Areas of Focus, what the institution has already done or plans to do about them, and what additional IEPI resources, if any, might help the institution make progress.
- If the date for the second visit has not already been set, the PRT Lead works with the CEO, point persons, and PRT members to identify it. The second visit should take place as soon after the first visit as schedules permit, consistent with development and timely delivery of the *List of Primary Successes and Menu of Options* as described below. An interval of about five weeks is ideal.
- Based on the team's discussion, the PRT prepares and presents a brief oral *Summary of Initial Visit*.

Follow-Up to Visit 1

- If the CEO has requested a written *Summary of Initial Visit* (most do), the PRT prepares and submits it within two weeks of the visit, if at all possible. This document summarizes what the PRT heard during the visit: ideas expressed by institutional personnel, along with activities that the institution has already undertaken to address its Areas of Focus, if any. It does *not* contain findings, conclusions, suggestions, recommendations, or prescriptions.
- The PRT Lead forwards any request for additional documentation to the institutional point persons.
- The CEO, point persons, and others who had substantial interaction with the PRT are asked to participate in the post-visit evaluation.

Preparation for Visit 2

- Based on the documentation review, interviews, meetings, further discussions, and their own expertise, the PRT creates a *List of Primary Successes and Menu of Options* (MOO) for institutional consideration in developing its Innovation and Effectiveness Plan (I&EP). The MOO consists primarily of ideas for improvement and/or best practices, along with models or examples of applicable practices successfully used at other institutions, in each Area of Focus. At least a week before the second visit, the PRT Lead sends this document to the CEO and point persons for distribution to the I&EP Drafting Group, which should read it carefully and, if feasible, meet to discuss it prior to Visit 2.
- In a brief phone meeting, the PRT Lead, CEO, and point persons confirm the structure and schedule of the second visit. The length of the visit depends on the I&EP Drafting Group(s) involved and the complexity of the issues to be covered, and might range from half a day to a full day.

Visit 2: Helping the Institution Develop Its Innovation and Effectiveness Plan

- The PRT typically meets with the CEO (and others as he or she wishes) at the beginning of the visit, the end, or both.
- The PRT meets with the I&EP Drafting Group, discusses the MOO, reminds them of the I&EP template to be used, and assists the I&EP Drafting Group as they draft the I&EP over the course of the visit, providing constructive, colleague-to-colleague advice, commentary, and feedback as needed.
 - The components of the I&EP should at some point be integrated into the institution's existing planning processes and products, but the template is an important transitional repository for objectives, associated

planning elements, and, assuming the institution wishes to request a Seed Grant to expedite implementation of the I&EP, the Request for IEPI Resources, which is required to obtain that grant (see below).

- If the I&EP Drafting Group does not finish an approved draft I&EP during the visit (which is likely), the PRT Lead reminds the point person or CEO to email the draft in Word to the PRT Lead and Project Director for feedback, within about one week if possible.
- When the time comes, the final I&EP is to be signed by both the CEO and the Academic Senate President. The signature of the Senate President (or Presidents, on an I&EP in a multi-campus District that does not have a District-level Senate) simply signifies that collegial consultation with the Senate or its President has occurred.

Follow-Up to Visit 2

- The PRT and Project Director provide constructive written feedback on the draft of the I&EP. The Project Director forwards the final version of the feedback to the CEO. The CEO then incorporates the feedback as he or she sees fit, adds/obtains the signatures, and emails the final I&EP to the Project Director, with a copy to the Lead for distribution to the PRT.
- Upon receipt of the final I&EP, assuming that it includes a request for IEPI resources to expedite its implementation, the Project Director forwards to the CEO the application and agreement forms for a Seed Grant. Ordinarily, the time elapsed from receipt of the completed and signed hard-copy forms to issuing the check is no more than 45 days.
- The CEO, point persons, and others who had substantial interaction with the PRT are asked to participate in the post-visit evaluation.

Preparation for Visit 3 and Any Subsequent Visits

- Immediately after completion of the final I&EP, the Project Director and PRT Lead work with the CEO and point persons to identify date options and then settle on the date for the third visit, which ordinarily takes place about three primary-term months later, as schedules permit.
- About a month before the visit, the Project Director asks the substantive point person to provide a status report on implementation of the I&EP within two weeks. (The status report consists of one or more update entries for each Objective or Action Step in the last column of the I&EP.) The Project Director also asks for any quarterly reports on the Seed Grant already submitted, any documents called for in the I&EP that the institution has produced to date, and any particular aspects of I&EP implementation on which the institution needs additional PRT guidance during the visit. The Project Director distributes this information to the PRT upon receipt.
- The PRT reads the status report and any other documentation supplied by the institution, and assesses overall progress on the I&EP, paying particular attention to the sustainability of the improvements underway.
- The CEO invites individuals and/or groups who are in the best position to report on progress or wish to request implementation guidance from the PRT to participate in Visit 3. That set of people often includes the members of the I&EP Drafting Group. The CEO or point person shares the proposed list of participants and agenda with the PRT Lead in an email or phone call about a week before the visit. After discussion, the CEO or point person sends the final list of participants and agenda to the PRT Lead and Project Director.

Visit 3 and Any Subsequent Visits: Following Up

- The third visit is an important component of the PRT process, and has five primary purposes:
 - Gather information about early progress on implementing the I&EP to supplement the status report, using the Appreciative Inquiry approach. Note that this visit is *not* designed as a summative assessment of the extent to which the institution has achieved the Objectives in the I&EP, but rather as an opportunity for the institution to request the PRT's advice on potential course corrections in the early stages of implementation.
 - Recognize and celebrate progress where appropriate, in keeping with IEPI's positive approach to technical assistance.

- Provide advice on those course corrections where requested or otherwise appropriate, as colleagues helping colleagues.
- Assess sustainability of the improvements underway, and provide advice as needed on sustaining long-term progress.
- Reach closure on the visits component of the PRT process, for both the institution and the PRT, unless the institution requests one or more additional visits.
- The PRT meets with the CEO (and others that he or she might wish to include) to discuss her or his perspective on progress to date, and then shares any positive comments or questions that the initial discussion has not already covered.
- The PRT meets with the people who are in the best position to know what progress has been made in implementing the I&EP, and those who have specific implementation questions or issues (often including members of the I&EP Drafting Group) to discuss their perspective on progress to date; shares any positive comments or questions that the initial discussion has not already covered; provides constructive advice, commentary, and feedback, including ideas or suggestions to improve implementation of the I&EP and sustainability of progress as needed; and discusses whether one or more additional visits would be helpful to the institution.
- Upon request, the PRT meets once more with the CEO to answer any questions and provide an oral summary of ideas or suggestions to improve implementation and/or sustainability of the I&EP.
- The CEO, point persons, and others who had substantial interaction with the PRT are asked to participate in the post-visit evaluation.

Wrap-Up and Evaluation

- The PRT prepares a brief (up to two pages) written *PRT Process Summary Report* summarizing the institution's progress to date, along with any suggestions for sustaining progress or addressing remaining challenges.
 - The Project Director may ask the CEO to provide a description of any PRT-related improvements in institutional structures or processes that have proven especially successful, for possible posting in the Vision Resource Center (<https://visionresourcecenter.ccco.edu/>) or sharing in other venues.
- At least 10 months after the third visit, the external evaluator will contact the CEO and/or point persons to gather initial information about longer-term effects of the PRT process.
- About annually thereafter, the external evaluator may contact the CEO and/or point persons to gather more information about longer-term effects of the PRT process.

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