



California Community Colleges

Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: 1-28-2021**

Name of Institution: Grossmont-Cuyamaca Community College District

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Optimization of District operations to support the Colleges	1. Develop a software inventory for the District 2. Update and publicize a District Services inventory/directory by function 3. Identify key business processes to go paperless 4. Review, refine, and communicate processes for prioritizing requests for technology at both the college and district that link to annual integrated planning and long-term strategic planning 5. Develop and implement guiding principles for district-wide strategic enrollment management approach 6. Create a district-wide master (multi-year) calendar for plan review cycles and updates	1. Director of Computer Services 2. Administrative Director to the Chancellor and Governing Board Operations 3. VPAs 4. Chief Technology Officer 5. VPIs/VPSSs 6. RPIE Supervisor and College Senior Deans	1. July 2021 2. March 2021 3. December 2021 4. December 2021 5. December 2021 6. June 2021	1a. Create template for obtaining information on the software in use across the district 1b. Reach out to colleges to discover what software is being used on the campuses 1c. Enter software information into a database 1d. Publish software database for internal use 2a. Create a template to gather information for the inventory 2b. Populate the directory 2c. Send template to each Vice Chancellor to review for accuracy 2d. Determine the best place to post/communicate inventory 2e. Publish and maintain the directory 3a. Develop list of business processes 3b. Identify possible processes for automation 3c. Prioritize processes for automation/paperless operations 4a. College and district technology committees review current rubric to identify areas for improvement/changes 4b. Vet rubric with college governance groups 4c. Pilot rubric on technology requests 4d. Develop a guide and process flow chart for identifying technology/software needs 5a. District-wide strategic enrollment management task force convenes 5b. Task force conducts analysis of strengths, challenges, and opportunities	1a. Template created 1b. Inventory for software from colleges/district created 1c. Inventory published 2a. Template created 2b. Directory updated 2c. Directory published 3a. List of business processes created 3b. Business processes prioritized 3c. List of business processes prioritized for automation/paperless transition created 3d. Timeline for process automation created 4a. Revised rubric for prioritizing requests is developed/refined 4b. Revised rubric piloted 4c. Guide/process flow chart created 4d. Technology purchases are linked back to plans/program review and college/district strategic priorities 5a. Strengths, challenges, and	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
				5c. Task force reviews effective practices and literature on strategic enrollment management 5d. Task force develops list of guiding principles 5e. Task force vets, finalizes, and implements guiding principles for enrollment management 6a. Senior Deans and RPIE Supervisor inventory district plans 6b. Senior Deans and RPIE Supervisor create multi-year planning calendar 6c. Senior Deans and RPIE Supervisor vet and publish multi-year planning calendar	opportunities analysis completed 5b. Guiding principles for enrollment management created 5c. Guiding principles implemented 6a. Multi-year planning calendar created 6b. Multi-year planning calendar vetted 6c. Multi-year planning calendar published	
B. Assessment and alignment of positions within and among the different divisions	1. Conduct a comprehensive assessment of IT, identify areas for improvement (structures, processes, training needs etc.), and make improvements 2. Select and purchase a curriculum management system 3. Launch district forms training 4. Review and update HR Business Process Analyses 5. Identify a universal classification tool to be used for all constituent groups	1. Chancellor, College Deans of Learning & Technology Resources 2. VPIs and Faculty Curriculum Chairs 3. Director of Human Resources 4. Vice Chancellor of Human Resources 5. Vice Chancellor of Human Resources	1. July 2021 2. July 2021 3. April 2021 4. March 2021 5. December 2021	1a. Review assessment 1b. Identify priorities for changes to structures, processes 1c. Implement changes 2a. Conduct a business process analysis for curriculum management 2b. Research products/vendors/systems 2c. Broadly vet requirements and system options with campus constituents 2d. Select a system 2e. Purchase system and implementation support 2f. Evaluate system implementation, and refine as the findings warrant 3a. Meet with stakeholders to identify training needs 3b. Develop training schedule 3c. Market training to stakeholders/recruit participants 3d. Implement training 4a. Meet with stakeholders to prioritize business processes for updating of analyses 4b. Enlist external experts to facilitate the business process analyses updates 4c. Identify changes that need to be made 4d. Implement changes (relying on external experts as needed) 5a. Research tools from other community college districts 5b. Compare tools from other community college districts 5c. Identify tool for use at GCCCD	1a. Assessment reviewed 1b. Priorities identified 1c. Changes implemented 2a. Business process analysis completed 2b. Requirements identified 2c. RFP issued 2d. Systems evaluated 2e. Curriculum management system identified for purchase 2f. System implemented 3a. Training needs identified 3b. Training schedule developed 3c. Forms trainings completed 4a. Business process analyses prioritized 4b. External experts contracted 4c. Business process analyses updated 4d. Changes implemented 5a. Matrix of tools used at other colleges created 5b. GCCCD classification tool requirements identified 5c. Classification tool created	a.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
C. Enhancing the capacity of various areas of operation (IT, HR, Student Support) to support the Colleges	1. Hire a permanent CTO 2. Establish training plan for IT personnel to ensure ongoing professional learning to support and maintain District systems and software 3. Foster a culture where professional development and leadership management development are valued	1. Chancellor 2. CTO 2. Vice Chancellor of Human Resources	1. December 2021 2. December 2021 2. December 2021	1a. Hire an interim CTO ASAP 1b. Develop job description for permanent CTO 1c. Recruit for position 1d. Hire CTO 2a. Expand upon comprehensive assessment of IT to address specific training needs, and gaps, particularly related to district systems 2b. Develop short-term and long-term training plan for IT 2c. Implement IT training plan 3a. Communicate expectations for department managers to foster participation in professional development opportunities 3b. Develop and pilot post-workshop evaluation tool 3c. Survey past professional development participants to identify program strengths and areas for improvement/gaps 3d. Implement changes/improvements based on analysis of survey results	1a. Interim CTO hired 1b Job description completed 1c. Permanent CTO hired 2a. IT training detailed needs assessment completed 2b. IT training plan completed 2c. IT training plan implemented 3a. Increased participation in district professional development 3b. Post-workshop evaluation tool created 3c. Process for evaluating professional development and identifying employee professional development needs created 3d. Improvements implemented	a. b.

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
B. Identify a universal classification tool to be used for all constituent groups	5a. Research tools from other community college districts 5b. Compare tools from other community college districts 5c. Identify tool for use at GCCCD	Purchase tools/services to establish baseline classification system	\$30,000
B. Assessment and alignment of positions within and among the different divisions	Conduct a comprehensive assessment of IT, identify areas for improvement (structures, processes, training needs etc.), and make improvements	Funding to contract with experts/consultants to complete a comprehensive assessment of IT and update business process analysis	\$30,000
B. Assessment and alignment of positions within and among the different divisions	Select and purchase a curriculum management system and implementation support	Select and purchase curriculum management system and implementation services	\$100,000
C. Enhancing the capacity of various areas of operation (IT, HR, Student Support) to support the Colleges	Establish training plan for IT personnel to ensure ongoing professional learning to support and maintain District systems and software	Provide funding for specialized IT personnel training related to district systems	\$40,000

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
Total IEPI Resource Request (not to exceed \$200,000 per college)			\$200,000

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:	Date:

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

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