



**Institutional Effectiveness Partnership Initiative  
Partnership Resource Teams  
Institutional Innovation and Effectiveness Plan**  
Date: October 5, 2016



**Name of Institution: San Bernardino Community College District**

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status as of Date: October 5, 2016
A. Human Resources	1. Codify HR processes/procedures for which conflicting information is received (e.g. part-time hires, hiring committees, on-boarding process, exiting process, etc.).  2. Ground up review and revision of HR BPs/APs.  3. Clarify organizational structure and how HR serves, interacts, and relates to colleges.	1. VC of HR & Associate VC of TESS  2. VC of HR  3. VC of HR	1. June 30, 2017  2. February 1, 2017  3. June 30, 2017	a. Bring in consultant to conduct Business Process Analysis and Reengineering b. Bring in consultant to do ground up review and revision of HR related BPs/APs ensuring alignment with HR department processes (e.g. Jane Wright) See also Objective A.2.  a. Review other district practices as potential templates b. Identify and analyze deficiencies in HR BPs/APs c. Revise HR BPs/APs as needed d. Disseminate revisions and provide training as needed on any new adopted procedures  a. Establish HR Advisory Committee for feedback and sustainability b. Review other districts as potential models c. Develop and disseminate description of HR organizational structure and services	a. Contract in place November 2016 b. Contract in place November 2016  a. Completion of review of practices in other districts b. Analysis completed c. Proportion of HR BPs/APs reviewed and revised d. Dissemination of and training on new procedures as necessary  a. Committee Established b. Completion of review of practices at other districts c. Development and dissemination completed	a. b.  a. b. c. d.  a. b. c.


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B. Integrated Planning	<ol style="list-style-type: none"> <li>1. Create integrated planning framework focused on the district being a service entity to the colleges.</li> <li>2. Develop and implement a district program review model that aligns with the strategic and emerging needs of the colleges.</li> <li>3. Develop and implement a documented process for district-wide decision making and communication processes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Associate VC of TESS</li> <li>2. District Office of Institutional Effectiveness</li> <li>3. Associate VC of TESS</li> </ol>	<ol style="list-style-type: none"> <li>1. December 31, 2016</li> <li>2. June 30, 2017</li> <li>3. June 30, 2017</li> </ol>	<ol style="list-style-type: none"> <li>a. Develop inventory of rationale for, and cycle of college and district plans</li> <li>b. Use the ACCJC Task Force to develop framework</li> <li>c. Review other district practices as potential templates</li> <li>d. Complete the framework focused on the district being a service entity to the colleges.</li> <li>e. Disseminate the framework and provide training as needed</li> <li>f. Periodically evaluate the effectiveness of the framework, and revise as the findings warrant</li> </ol> <ol style="list-style-type: none"> <li>a. Add college program review committee co-chairs to district program review committee</li> <li>b. Review other district practices as potential templates</li> <li>c. Review and revise as needed district program review model</li> <li>d. Implement the program review model, with training as needed</li> </ol> <ol style="list-style-type: none"> <li>a. Use the ACCJC Task Force to develop framework</li> <li>b. Review other district practices as potential templates</li> <li>c. Disseminate information on the new processes and provide training as needed</li> <li>d. Implement the processes</li> <li>e. Periodically evaluate the effectiveness of the processes, and revise as the findings warrant</li> </ol>	<ol style="list-style-type: none"> <li>a. Inventory Developed by October 15<sup>th</sup></li> <li>b. Schedule meetings for October and November</li> <li>c. Completion of review of practices in other districts</li> <li>d. Framework completed</li> <li>e. Dissemination and training completed</li> <li>f. Evaluation and revision process established</li> </ol> <ol style="list-style-type: none"> <li>a. Membership change</li> <li>b. Completion of review of practices in other districts</li> <li>c. Complete and vetted model</li> <li>d. Model implemented</li> </ol> <ol style="list-style-type: none"> <li>a. Schedule meetings for October and November</li> <li>b. Completion of review of practices in other districts</li> <li>c. Dissemination and training completed and ongoing</li> <li>d. Processes implemented</li> <li>e. Evaluation and revision process established</li> </ol>	<ol style="list-style-type: none"> <li>a.</li> <li>b.</li> <li>c.</li> <li>d.</li> <li>e.</li> <li>f.</li> </ol> <ol style="list-style-type: none"> <li>a.</li> <li>b.</li> <li>c.</li> <li>d.</li> </ol> <ol style="list-style-type: none"> <li>a.</li> <li>b.</li> <li>c.</li> <li>d.</li> <li>e.</li> </ol>



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C. Board Roles	<ol style="list-style-type: none"> <li>"Reset" – Academic Senates, Managers, Chancellor, and Board Members to have joint training on 10+1</li> <li>Develop and implement joint training for Board members, Chancellor, managers, faculty, staff, and student leadership on topics such as Participatory Governance to improve communication and build a culture of trust</li> <li>Document the process for the development and vetting of Board agenda items</li> <li>Present "Key Topics" to Board at each meeting with calendar built out a year in advance.</li> <li>To strengthen the Chancellor and the Board of Trustees roles in policy related decision-making and monitoring the District's progress towards student success, they should consider:               <ol style="list-style-type: none"> <li>Availing themselves of mentors or consultants;</li> <li>Participating in policy development workshops such as the Policy Governance Model by Dr. John Carver.</li> <li>Attending CEO institutes (Chancellor)</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>District Assembly President</li> <li>VC of Business/ Fiscal Services &amp; Associate VC of TESS</li> <li>District Assembly President</li> <li>District Assembly President</li> <li>Chancellor</li> </ol>	<p>January 2017</p> <p>April 2017</p> <p>April 2017</p> <p>October 2016</p> <p>December 2016</p>	<ol style="list-style-type: none"> <li>Determine attendees, schedule date and venue for study session facilitated by State-wide Academic Senate and Community College League of California. Request table exercises as part of training</li> <li>Develop list of topics/training</li> <li>Determine attendees, schedule date and venue for study sessions</li> <li>Implement training process</li> <li>Periodically evaluate the effectiveness of the training, and revise as the findings warrant</li> <li>Add to District Assembly Executive Committee Agenda</li> <li>Agendize for discussion at September District Assembly Executive Committee meeting</li> <li>Develop list of topics/training</li> <li>Identify and contract with consultants as necessary</li> <li>Attend trainings/workshops</li> <li>Periodically evaluate the effectiveness of the training, and revise as the findings warrant</li> </ol>	<ol style="list-style-type: none"> <li>Date scheduled, venue and attendees determined</li> <li>List developed</li> <li>Date scheduled, venue and attendees determined</li> <li>Training process implemented</li> <li>Evaluation and revision process established</li> <li>Minutes</li> <li>Minutes</li> <li>List developed</li> <li>Consultants identified and contracted with</li> <li>Attendance</li> <li>Evaluation and revision process established</li> </ol>	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> </ol>

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

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objectives(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
Human Resources	<ol style="list-style-type: none"> <li>Codify HR processes/procedures for which conflicting information is received (e.g. part-time hires, hiring committees, on-boarding process, exiting process, etc.)</li> <li>Ground up review and revision of HR BP/SAPs.</li> <li>Clarify organizational structure and how HR serves, interacts, and relates to colleges.</li> </ol>	<p>(Refer to Action Steps above as appropriate.)</p> <ul style="list-style-type: none"> <li>Funding for consultants to conduct business process analysis and re-engineering;</li> <li>Funding for consultant to assist with HR BP/AP review and realignment</li> <li>Training for HR staff</li> </ul>	\$120,000

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
Integrated Planning	<ol style="list-style-type: none"> <li>1. Create integrated planning framework focused on the district being a service entity to the colleges.</li> <li>2. Develop and implement a district program review model that aligns with the strategic and emerging needs of the colleges.</li> <li>3. Develop and implement a documented process for district-wide decision making and communication processes.</li> </ol>	<ul style="list-style-type: none"> <li>• Cost to cover substitutes, stipends for faculty, facilitators, travel, retreats, visits to other institutions, training, etc.</li> </ul>	\$40,000
Board Roles	<ol style="list-style-type: none"> <li>1. "Reset" – Academic Senates, Managers, Chancellor, and Board Members to have joint training on 10+1</li> <li>2. Develop and implement joint training for Board members, Chancellor, managers, faculty, staff, and student leadership on topics such as Participatory Governance to improve communication and build a culture of trust</li> <li>3. Utilize the District Assembly Executive Committee to vet board agenda items</li> <li>4. Present "Key Topics" to Board at each meeting with calendar built out a year in advance.</li> <li>5. To strengthen the Chancellor and the Board of Trustees roles in policy related decision-making and monitoring the District's progress towards student success, they should consider:               <ol style="list-style-type: none"> <li>a. Availing themselves of mentors or consultants;</li> <li>b. Participating in policy development workshops such as the Policy Governance Model by Dr. John Carver.</li> <li>c. Attending CEO institutes (Chancellor)</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• Cost to cover substitutes, stipends for faculty, facilitators, travel, retreats, visits to other institutions, training, and conference attendance (e.g., sending Board members to State Senate Conferences), etc.</li> </ul>	\$40,000
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			\$200,000

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name: Bruce Baron, Chancellor Signature or E-signature: 	Date: 10/10/16

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b> (As applicable; duplicate if needed for district-level I&EP)	
Name: Denise Allen-Hoyt, President, Academic Senate, Crafton Hills College Signature or E-signature: 	Date: 10/7/16
Name: Dr. Celia Huston, President, Academic Senate, San Bernardino Valley College Signature or E-signature: 	Date: 10/7/16