California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: **January 15, 2021**

Name of Institution: OHLONE COMMUNITY COLLEGE DISTRICT

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Staffing Plan	1. Establish a benchmark of faculty, staff, and administrators needed to align enrollment with the efficient delivery of service following regulatory requirements and state benchmarks (budget 85/15, FON, 5% minimum reserves, 50% law). Ensure a mechanism to include staffing requests as part of resource allocation aligned with enrollment trends. 2. Adopt a comprehensive recruitment and hiring procedure manual that outlines the hiring processes and final decision making; include process for filling interim positions. 3. Create framework/plan/procedural manual that outlines: frequency of district classification and compensation reviews; model job description template.	• Led by the Vice President of Human Resources • Vice President of Administrative and Technology Services • Executive Director of Business Services • Senior HR Analyst	1. October 31, 2021 2. November 2021 3. December 31, 2021	a. Hire consultant to complete comprehensive study that ~~includes that~~ connects the size of staffing to academic programs/efficiencies. ~~a.~~b. Complete, review, and adopt the study. ~~b.~~c. Gather all relevant policies, procedures and guidelines currently used in recruitment and hiring and review to include items outline~~ds~~d in objective 2. d. Upon completion of items 1 and 2, complete a recruitment and hiring ~~handbook~~ manual that will serve as a comprehensive guide. ~~c.~~e. Establish standard frequency of classification and compensation reviews, develop model job description templates, and disseminate both in an appropriate publication.	a. ~~Hired a c~~Consultant _hired._ b. ~~Developed the s~~Study developed. c. ~~Reviewed the d~~Draft of the study _reviewed._ d. ~~Adopted the s~~Study _adopted._ e. ~~Reviewed c~~Current policies and procedures _reviewed._ f. ~~Developed a r~~Recruitment and hiring manual _completed and disseminated._ ~~f.~~g. Publication created as specified and disseminated.	a. b.
B. Resource Allocation Model	1. Review current resource allocation process, identify gaps and revise so it is clear, inclusive, and transparent. ~~Clarify and document the comprehensive resource allocation process, including committee roles and membership, request and decision processes, criteria for selection, outcome tracking, system evaluation, and communications.~~	• Led by the Vice President of Academic Affairs • Faculty Senate, Classified Staff, Administration, and Student Senate that reflect different perspectives and	December 2021	a. Hire consultant(s) to facilitate college meetings devoted to this Objective, and to provide suggestions for design of the RAM. ~~a. Ensure a broad understanding of Ohlone College's budget processes and timelines.~~ b. Define the purpose of an institutional Resource Allocation Model and agree and communicate that Program Review is the heart of any integrated planning model. c. Collaborate with Business Services to review the current annual budget calendar.	a. Consultant(s) hired. b. RAM purpose defined and disseminated. c. Calendar reviewed. d. Resource allocation process documented as specified. e. Description of the college's planning process articulated and gaps identified –in spring 2021	a. b.

Commented [ML4]: Measures of this type are best put in past participle, as you began to do in Area C. I have edited accordingly throughout.

Commented [ML2]: A good consultant can expedite progress a great deal, but as the PRT suggested, it is still important to involve all the stakeholder groups in reviewing the study, applying the findings systematically, linking them to planning and resource allocation processes, creating documentation that is both accurate and useful, and communicating effectively about the Plan campuswide. It is also best to be explicit about that involvement in this I&EP, rather than leaving it implicit. So we suggest adding a Step reflecting that involvement.

Commented [ML3]: You used this word in the Objective, so I have used it here, to avoid confusion.

Commented [ML1]: This Objective did not have a corresponding Step or Measure, so I have suggested entries in those columns.

Commented [ML8]: You included consultant fees in your Resources table, but did not have a corresponding Step, so I have added this one.

Commented [ML5]: In this Area, there seemed to be considerable confusion between an Objective and the Steps that lead to its achievement. The set of Steps under an Objective should not just duplicate the Objective statement, but rather set forth steps that will help get you there, as you have done in Area A. It struck me that all your Objectives after number 1 are really Steps that contribute to the revision of your RAM in accord with sound practice, rather than independent Objectives. That view is supported by the fact that so many of your Step entries just repeated or echoed those Objectives, without going into any more details about how to get there. So I have moved your original Objectives 2-11 to the Steps column (with some editing as needed), deleted duplicate original Steps, and retained Steps that carried their own weight under the overall Objective.

Commented [ML10]: Each Step should have at least one clearly related Measure, so I have added simple process Measures accordingly, both here and in other Areas below, as needed.

Commented [ML9]: This entry is essentially covered in your communications strategy, so I have deleted it entirely.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:

	~~Create rubrics for resource allocation that allows for informed, transparent decision making on RAM proposals (to be communicated to and understood by all groups).~~	areas of the college.
		
		NOTE:
		The committee work should be considered an important priority for the committee member's time by their supervisors.
				d. Clarify and document the comprehensive resource allocation process, including committee roles and membership, request and decision processes, criteria for selection, outcome tracking, system evaluation, and communications.
				~~d.~~e. Develop a visual flowchart that documents the current process to better identify gaps where clarification is needed.
				f. Create rubrics for resource allocation that allow for informed, transparent decision making on RAM proposals (to be communicated to and understood by all groups).
				g. Develop and implement a clear, intentional RAM communication strategy to encompass all internal constituencies.
				   a. Institute a formal, consistent plan for sharing the results of all resource requests, including criteria and process for all funding decisions.
				   b. Include, but do not rely solely on, existing participatory governance structures to "close the loop" on RAM processes and decisions.
				h. Connect RAM to the collegewide budgeting process, including the SCFF.
				i. Align resource allocation planning with staffing and enrollment management.
				j. Align RAM with DEI Goals, as part of Program Review.
				k. Ensure that the resource allocation model is informed by the college's annual priorities.
				l. Provide an opportunity to fund innovation in the RAM by setting aside funds for that purpose.
				m. Closely align short-term and long-term resource planning with strategic planning.
				~~e. Ensure that any the resource allocation model is informed by the college's annual priorities and is broadly communicated campus-wide.~~
				~~j. Set aside funds for innovative projects as part of the resource allocation process.~~
					f. Rubrics created, approved, and disseminated.
					g. RAM communication strategy implemented.
					h. Relationship between revised RAM and budgeting process documented.
					i. Resource allocation planning aligned with staffing and enrollment management.
					j. RAM aligned with DEI goals.
					k. Annual priorities built into RAM.
					l. Innovation funding built into RAM.
					m. Resource allocation planning aligned with strategic planning.
					n. Consultant versed in RAM identified in spring 2021.
					~~a.~~o. ~~Revise~~ AP's revised with participation by the college's constituency groups by mid-spring 2021
					~~b. Identify a cConsultant versed in RAM identified in spring 2021.~~	

C. Enrollment Management	1. Develop and implement the Enrollment Management Strategic Plan, to incorporate the following specifications:
	a. ~~Making the EM plan s~~Student-centered~~, and~~ focused on simplifying the process from the student's perspective, and link~~ed~~ing to Guided Pathways work.
	~~a.~~b. Shared definition of EM and understanding of EM principles, tied to the College's values, and connected to the College as a whole.
		• Led by Vice President of Academic Affairs and Vice President of Student Services
		
		Stakeholders:
		• Enrollment Management Task Force (EMT)
		• Fac Senate
		• College Council
		• DDAS
			June 30, 2021	a. Enrollment Management Task Force ~~C~~continues to meet throughout the year.
				b. Create strategies for enrollment management (refer to the action plans in the Strategic Plan).
				   i. Dual Enrollment
				   ii. HS Apprenticeship Program
				   iii. DI Populations
				   iv. Financial Aid (Pell)
				c. Gather data from faculty, staff and students, and from attendance at professional conferences, to develop strategies.
				   i. Identify benchmark data
				   ii. Develop interventions: enrollment goals, financial aid goals, obtrusive counseling, etc.
					a. Meetings scheduled through June 30, 2021
					b. Strategies created as specified
					c. Data gathered, benchmarks identified, interventions developed
					~~a.~~d. Presentations scheduled and held
					~~b.~~e. Measures aligned with strategic plan measurable outcomes.
					   i. ~~Complete c~~Curricular mapping (A) ADTs (B) Associate degrees (C)
						a.
						b.

Commented [ML12]: All your Action Steps clearly related to development and implementation of an Enrollment Management Strategic Plan, yet your original Objectives mentioned the plan only once in passing. So I have added a new overarching Objective to match your Steps. Your original Objectives work best as subsidiary characteristics, aspects, elements, activities, or outcomes. Those entries thus become the set of specifications you want your EMSP to reflect.

Commented [ML14]: Added to account for your fourth bullet in the Resources table in Area C.

Commented [ML16]: This set of Measures did not have a clearly corresponding Step, so I have added one at left.

Commented [ML15]: These phrases do not represent interventions; please clarify this entry.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:

	b.c. ~~Bring the entire college together around~~Establishment of a shared understanding of enrollment goals~~.~~, with shared development of schedules.
	
	c.d. ~~Better~~ Improved shared understanding of WHY enrollment is declining, and opportunities for underserved populations.
	
	d.e. Targeted outreach/support customized to different audiences.
	
	e.f. Clear, consistent, easy-to-follow information for students from the first touch to graduation/transfer, to ~~—~~reduce student runaround.
	
	g. ~~Develop e~~Enrollment management strategies that align and/or support the SCFF.
	
	h. Enhanced service delivery (admission and counseling) to students and enriched student experiences based on feedback from faculty, staff, and students.
	
	f.i. Timely report-generation for following up with students to improve recruitment, retention, persistence, and transfer/graduation rates (enrollment pipeline).
		• ASOC
		• Classified Staff
		• GP Committee
		• Program Review Task Force
				d. Enrollment Management Task Force invites campus departments to present strategies that will enhance enrollment management efforts related to the District Strategic Plan, Ed Master Plan, Technology Plan, and Facilities Plan, etc.
				
				d.e. Align EMSP outcome measures with strategic plan measurable outcomes.
				
				e.f. Draft, refine, and gain approval for the Enrollment Management Strategic Plan that meets the specifications, including the process for periodic evaluation and improvement, including analysis of benchmark measures.
				
				f.g. Present the draft Enrollment Management Plan to build awareness, to identify roles and responsibilit~~ies~~y, and to seek feedback from the college community
				   i. April – GP & Faculty Senate
				   ii. May – College Council
				   iii. June – Final Draft
				
				g.h. Implement the Plan.
				   i. Establish a permanent Enrollment Management Team (EMT) that will advise regarding the implementation of the plan.
				   ii. Continue to provide student forums, HS visits, orientation programs, marketing, communication, outreach, etc.
				
				h.i. Establish and adhere to a schedule for evaluation.
				
				i.j. Share the outcomes of the Enrollment Management Strategic ~~p~~Plan with the Program Review Task Force to inform their work.
					FYE interest areas completed
					   ii. ~~Align~~ ~~d~~Degrees/programs and interest areas aligned
					   iii. ~~Implement~~ FYE and Summer Bridge, Multicultural Student Center programs implemented
					   iv. ~~Develop i~~Interventions developed to support students who: (A) Withdraw (B) Seek assistance through a help-desk (C) Need help with the application (D) Apply for financial aid
					   v. ~~Remove b~~Barriers related to on-boarding (i.e., late adds) removed
					   vi. ~~Implement t~~Targeted recruitment marketing campaigns Implemented
					
					e.f. Regular analysis of data benchmarks outlined in Strategic Plan measurable outcomes
					
					d.g. ~~Publish a~~ Strategy presentations scheduled and ~~invite~~ speakers invited to EMT Meetings
					
					e.h. ~~EMT will set a p~~Plan to draft an enrollment plan ~~set by EMT~~Presentations on draft EMSP held with identified committees; feedback incorporated as appropriate.
					
					f. ~~Set meetings with identified committees.~~ Set
					
					i. EMSP approved
					
					j. ~~Identify~~ EMSP implementation begun: Enrollment Management Team members identified and appointed; EMT chartered; meetings scheduled and begun;	

Commented [ML13]: These entries appeared in your Resources table, but were not Objectives. I have moved them (with some minor edits) into the set of specifications listed here.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
					continuing presentations scheduled k. Evaluation schedule established ~~g.~~l. Outcomes shared with PRTF ~~h-i will be taken on by the Enrollment Management Team~~	

D. Participatory Governance	1. Undertake a collaborative review and revision of the institution's participatory governance processes.
	2. Develop and implement clear communication strategies for all constituency groups to address the need for inclusive, holistic, transparent, and student-focused processes.
		• Led by College Council Co-Chair and Faculty Senate President
		• Representatives from Faculty Senate, Classified Staff, Administration, and Student Senate that reflect different perspectives and areas of the college.
		
		NOTE: Representatives are responsible for sharing discussions throughout the process. The committee work should be considered an important priority for committee member's time by their supervisors.
			December 2021	a. Assemble a representative sub-committee to meet as needed to review the college's participatory governance processes and collaborate in the development of a revised Planning and Decision-Making Handbook (PDMH) to serve as the participatory governance guide for the college.
				b. Review recommended materials from the Partnership Resource Team.
				c. Schedule a virtual Collegiality in Action training session offered by the ASCCC and CCLC.
				d. Consider collaboration with representative individual/s from Ohlone and other institutions/agencies regarding the governance perspective and approach at their institution as model/s for consideration.
				e. Review AP 2510 – Participation in Local Decision-Making – and discuss any necessary revisions.
				f. As needed, review AB 1725/Title V/BP 2510 for relevant perspective regarding governance.
				g. Identify meeting schedule for PDMH sub-committee for 2021 spring semester and assign members independent tasks associated with collaborative work efforts.
				h. Develop shared understanding of 'governance,' 'decision-making,' 'input,' 'consultation,' 'collegial consultation' and 'effective participation' per relevant laws and regulations.
				i. Define 'participatory' vs. 'shared' governance and recommend application of those definitions.
				j. Establish a governance philosophy to guide decision-making.
				   i. Guidance on governance vs. operational items/issues.
				   ii. Develop a diagram outlining the process for participation in decision-making.
				k. Define and document roles and responsibilities for governance amongst various campus groups.
				   i. Faculty, classified staff, administration/managers, students, collective bargaining.
				l. Create and disseminate revised/updated PDMH outlining district participatory governance procedures.
					a. PDMH sub-committee assembled (December 7, 2020); ~~and~~ appropriate meeting schedule and goals and purposes for subcommittee identified (January 14, 2021); any small groups constructed as needed for PDMH for 2021 spring semester (January 14, 2021/Ongoing)
					~~a.~~b. PRT materials reviewed
					~~b.~~c. ~~Review m~~Models and examples of participatory governance information from Ohlone and other colleges reviewed (Ongoing)
					~~c. Goals and purposes for subcommittee identified (January 14, 2021)~~
					d. AP 2510 review and recommendations completed
					~~d.~~e. Virtual Collegiality in Action training session scheduled ~~TBD – in process~~ (February, 2021)
					~~e.~~f. Consultation with other institutions/agencies completed and feedback incorporated ~~feedback~~ into PDMH development. (May, 2021)
					~~f. Meeting schedule developed and any small groups constructed as needed for PDMH for 2021 spring semester (January 14, 2021/Ongoing)~~
					g. ~~Develop~~ Shared understanding and glossary of terms relevant to the PDMH developed. (May, 2021)
					h. ~~Develop c~~Core philosophy of shared/participatory
						a. ~~Completed~~

Commented [ML17]: A cautionary note: From the PRT's perspective, effective participatory governance processes are essential to making progress in nearly every aspect of this I&EP. You might therefore find it necessary to accelerate work in this Area, and possibly defer work in one or more other Areas a bit.

Commented [ML18]: Your Steps indicate that you plan to make changes as needed, so the Objective should include this phrase.

Commented [ML20]: To streamline the subcommittee items, I combined them here in one Step.

Commented [ML19]: You had used lower-case Roman numerals above at this outline level, so I modified entries here and below to match.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
					governance ~~developed~~established. (May, 2021) ~~h.~~i. Roles and responsibilities documented ~~i.~~j. ~~Bring p~~Proposed revised PDMH brought to College Council for review and consideration of endorsement (December, 2021); PDMH disseminated upon approval of final version	

E. Integrated Program and Services Review	1. Undertake a collaborative effort to update program review processes to better align with and be integrated into the staffing, enrollment management, and resource allocation processes as well as Student Equity and Guided Pathways Framework.
	 ~~1. Publish a process flow diagram or timeline of process steps involved in the integrated program review, planning, budgeting, and allocation process. Develop a manual for the Program Review Process at Ohlone College.~~
	 ~~1. Include peer review as part of overall Program Review processes (Program and Services Review Team).~~
		• Led by Executive Dean of Academic Affairs
		 • Faculty Senate, Classified Staff, Administration, and Student Senate that reflect different perspectives and areas of the college.
		
		 NOTE: Representative are responsible for sharing discussions throughout the process. The committee work should be considered an important priority for committee member~~'s~~' time by their supervisors.
			December 2021	a. Develop faculty re-assign time announcement.
				 b. Assemble a team (5 or fewer) to meet weekly as needed for discussing a new Program Review process.
				 c. Review recommended materials from the Partnership Resource Team.
				 d. Articulate the goals and vision for the "why" of program review in alignment with equity goals and Guided Pathways Framework and Guiding Principles (Mission and Vision Statement of Program Review).
				 e. Agree upon purposes of program review, such as:
				   i. Fulfill accreditation standards.
				   ii. Assessment to facilitate program improvement for students
				   iii. Share assessment of program revitalization and viability with college community
				 f. Include peer review as part of overall Program Review processes (Program and Services Review Team).
				 ~~f.~~g. Agree upon components of an integrated program review process, such as:
				   i. Peer review
				   ii. Resource allocation
				   iii. Transparency
				   iv. Course and Program Currency
				   ~~i.~~v. Course Scheduling to meet student needs
				 ~~g.~~h. Review AP 3250 Institutional Planning and Program Review and ~~discuss needed revisions~~revise procedures as needed in light of the preceding Steps.
				   i. Define new committee structure and process as needed.
				   ii. Articulate integration with other planning processes including Strategic Plan, Budgeting, Educational Master Plan, Technology Plan, Staffing Plan, Equity Plan and Accreditation.
				   iii. Consider template questions needed to reach stated goals of program review.
				   iv. Consider data needed for program review discussions; explore developing a data dashboard.
				   v. Create a Glossary of Terms, with definitions, including the definition of "program."
					1. Announcement published: ~~T~~team assembled
					 2. ~~Reviewed~~ PRT models reviewed
					 3. Goals, vision, and purposes identified and disseminated
					 4. Peer review incorporated
					 ~~3.~~5. Components agreed upon
					 ~~4.~~6. Revised AP on program review drafted by end of Summer 2021
					 ~~5.~~7. Campus discussions on new process calendared for Fall 2021
					 ~~6.~~8. New template entered into program review software with workflow for review process
					 ~~7.~~9. New data elements (if any) included in data warehouse and reporting software
					   a. Online (synchronous vs asynchronous) versus in person
					   b. First generation status
					   ~~c. etc~~
					 10. Glossary of Terms created
					 11. Units identified for which participation in program review is required
					 12. Sharing, review, and endorsement steps built into process
					 13. Peer review training process developed
					 14. Resource allocation process incorporated	

Commented [ML21]: This entry is more properly a Step than a standalone Objective, so I have moved it here.

Commented [ML22]: Since you have specified peer review as required immediately above, there is probably no need to include it here, but I have left it in place just in case.

Commented [ML24]: Since you listed these elements of the revised AP separately, I have suggested doing the same to others, below.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
				vi. ~~Consider~~ Identify all units that are required ~~needed~~ to do a program review, including division offices and or interest areas. vii. Consider steps in the program review process for sharing, review, and endorsement. viii. Provide peer review training (feed-back, grading, analysis). ix. Determine the Rresource allocation process and timeline, including a system for forecasting resource needs. x. Draft, refine, and gain approval for a revised AP on program review, including the process for periodic evaluation and improvement. xi. Align program review with Faculty Prioritization Process. i. Publish a process flow diagram or timeline of process steps involved in the integrated program review, planning, budgeting, and allocation process. h.j. Develop and publish a manual for the revised Program Review Process at Ohlone College.	15. Program review process aligned with Faculty Prioritization Process 16. Visual documentation of integrated program review published 17. Manual published	

Commented [ML23]: These entries, too, are more properly Steps than standalone Objectives, so I have moved them here.

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. Staffing Plan	1. Establish a benchmark of faculty, staff, and administrators needed to align enrollment with the efficient delivery of service following regulatory requirements and state benchmarks (budget 85/15, FON, 5% minimum reserves, 50% law). Ensure a mechanism to include staffing requests as part of resource allocation aligned with enrollment trends	A.1.Aa. Hire a consultant to complete comprehensive study that ~~includes that~~ connects the size of staffing to academic programs/efficiencies.	$49,000.00
B. ~~1000~~Resource Allocation Model	1. Review current resource allocation process, identify gaps and revise so it is clear, inclusive, and transparent. ~~Clarify and document the comprehensive resource allocation process, including committee roles and membership, request and decision processes, criteria for selection, outcome tracking, system evaluation, and communications.~~ ~~2. Create rubrics for resource allocation that allows for informed, transparent decision making on RAM proposals (to be communicated to and understood by all groups).~~ ~~2. Develop and implement a clear, intentional RAM communication strategy to encompass all internal constituencies.~~ ~~10. Create a shared understanding of the overall College budget (including revenues, expenditures, SCFF, budget timelines, and processes) across constituencies.~~	• Consultant fees for researchers to facilitate several meetings for the college. Providing suggestions for the design of a resource allocation model. • Graphic designer fees and faculty stipends for RAM communication strategy. • Professional development on College budget for faculty and staff.	$30,000.00 $10,000.00 $10,000.00
C. Enrollment Management	1. Develop and implement a new comprehensive Enrollment Management Strategic Plan.. ~~2. Enhance service delivery (admission and counseling) to students and enrich student experiences based on feedback from faculty, staff, and students.~~ ~~3. Implement timely report generation for following up with students to improve recruitment, retention, persistence, and transfer/graduation rates (enrollment pipeline).~~	1. Stipend for members of the ~~planning team~~Enrollment Management Task Force and Enrollment Management Team. 2. Consultation ~~C~~costs for inviting professional speakers, moderators, and consultants 3. Marketing Materials and Professional Services 4. Conference and Travel (professional development)	1. $ 15,000.00 2. $ 20,000.00 3. $ 15,000.00 4. $ 10,000.00

Commented [ML25]: I'm assuming you are referring to the two groups identified in Area C above.

Commented [ML26]: Speakers, moderators, and consultants for which elements of Area C? I'm not seeing any explicit mention of such external folks in any of your Steps, or the Objective. Please provide some details connecting with the activities noted in the main table, or add a line or two in a Step in the main table that clarifies how these resources will be applied.

Commented [ML27]: What professional services do you have in mind, beyond the consultants noted in the previous entry? Please clarify.

Commented [ML28]: I added a reference in Step c in the main table to connect with this item.

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
~~D. Participatory Governance~~	~~0. Undertake a collaborative review and revision of the institution's participatory governance processes.~~ ~~0. Undertake a collaborative review of the institution's participatory governance processes.~~	~~1.A, Assemble a representative sub-committee to meet as needed to review the college's participatory governance processes and collaborate in the development of a revised Planning and Decision-Making Handbook (PDMH) to serve as the participatory governance guide for the college.~~ ~~1.B. Exploration of compensation for sub-committee members for work outside of normal responsibilities (e.g. classified staff, students).~~ ~~2.A. Consider collaboration with representative individual/s from Ohlone and other institutions/agencies regarding governance perspective and approach at their institution as model/s for consideration.~~	
E. Integrated Program and Services Review	1. Undertake a collaborative effort to update program review processes to better align with and be integrated into the staffing, enrollment management, and resource allocation processes as well as Student Equity and Guided Pathways Framework.~~Draft, refine, and gain approval for a revised AP on program review including the process for periodic evaluation and improvement.~~	1.A. Re-assigned time for faculty to help lead process revision (.2 for spring 2021 and fall 2021). 2.A. Conditions permitting, in-person planning retreat to be held in fall 2021 (breakfast, lunch).	$40,000.00 $1,000.00
Total IEPI Resource Request **(not to exceed $200,000 per college)**			$200,000.00

Approval	
Chief Executive Officer	
Name: **ERIC B. BISHOP, ED.D.**	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President *(As applicable; duplicate if needed for district-level I&EP)*	
Name: **SUSAN MYERS**	
Signature or E-signature:	Date:

Commented [ML29]: Since you are not requesting any resources for this Area, there is no need for this row, so I have deleted it.

Commented [ML30]: This entry was a substep, not an Objective, so I have replaced it with the correct Objective.