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 [INSERT APPLICANT DISTRICT'S NAME] ("Applicant District"). SCCC 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 SCCC. Any unused funds will be required to be returned per SCCC'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 SCCC, 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 SCCC, 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 SCCC has approved the Application without written authorization by SCCC. Unauthorized changes will not be paid by SCCC.

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 SCCC, 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 wilful 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 SCCC. This hold harmless and indemnification includes but is not limited to compensatory damages, punitive damages, regulatory fines and penalties, and extra-contractual liability.

SCCC 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 wilful misconduct by SCCC, 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.
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 the 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.

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.

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.

**Entire Agreement/Amendment.** The Agreement documents consist of this Agreement, any exhibits attached to or referenced herein, and all amendments and/or modifications issued in writing 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.

17. **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 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.

18. **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.

19. **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:** Los Rios Community College District  
RE: Sacramento City College  
1919 Spanos Court  
Sacramento, CA 95825  
916-568-3055  
RamosR@losrios.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.

20. **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.

21. **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.

<table>
<thead>
<tr>
<th>APPLICANT DISTRICT BOARD-AUTHORIZED APPROVER</th>
<th>SANTA CLARITA COMMUNITY COLLEGE DISTRICT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BY:</strong></td>
<td><strong>BY:</strong></td>
</tr>
<tr>
<td>Signature of Authorized Representative</td>
<td>Signature of Authorized Representative</td>
</tr>
<tr>
<td><strong>Print</strong></td>
<td><strong>Print</strong></td>
</tr>
<tr>
<td><strong>Name</strong> Rose Ramos</td>
<td><strong>Name</strong> Barry Gribbons</td>
</tr>
<tr>
<td><strong>Print</strong></td>
<td><strong>Print</strong></td>
</tr>
<tr>
<td><strong>Title</strong> Associate Vice-Chancellor-Finance</td>
<td><strong>Title</strong> Deputy Chancellor</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td><strong>Date</strong></td>
</tr>
</tbody>
</table>

SCCCCD Board Approval Date: August 10, 2016

---

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

Name (as shown on your income tax return). Name is required on this line. Do not leave this line blank.

Los Rios Community College District

<table>
<thead>
<tr>
<th>Business name/disregarded entity name, if different from above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check appropriate box for federal tax classification; check only one of the following seven boxes:</td>
</tr>
<tr>
<td>☐ 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.</td>
</tr>
<tr>
<td>☐ C Corporation</td>
</tr>
<tr>
<td>☐ S Corporation</td>
</tr>
<tr>
<td>☐ Partnership</td>
</tr>
<tr>
<td>☐ Trust/estate</td>
</tr>
<tr>
<td>☐ Limited Liability Company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership)</td>
</tr>
<tr>
<td>☐ Other</td>
</tr>
</tbody>
</table>

Address (number, street, and apt. or suite no.)

1919 Spanos Court

City, state, and ZIP code

Sacramento, CA 95825

Requestor’s name and address:
Santa Clarita Community College District
26455 Rockwell Canyon Road
Santa Clarita, CA 91355

Taxpayer Identification Number (TIN)
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 How to get a TIN on page 3 of the complete IRS Form W-9 (see link below). Note. 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. Instructions: See complete 0105 Form W-9 Request for Taxpayer Identification Number and Certification at www.irs.gov/formspubs/index.html.

Social Security Number

Employer Identification Number

---

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.

Sign Here

Signature of

U.S. person

Date ▶

Page 3 of 7
EXHIBIT A
SANTA CLARITA COMMUNITY COLLEGE DISTRICT ("SCCCD")
Application
Innovation and Effectiveness Grant Request

PROJECT #
THIS BOX TO BE COMPLETED
BY SCCCD

DISTRICT INFORMATION ("Applicant District")

District Name
Los Rios Community College District

College Name
Sacramento City College

Street Address
1919 Spanos Court

City
Sacramento, CA 95825

STATEMENT OF INNOVATION AND EFFECTIVENESS

APPLICANT DISTRICT/COLLEGE CONTACT INFORMATION

Primary (District)
Contact Name
Rose Ramos

Title
Vice-Chancellor Finance

Email Address
RamosR@losrios.edu

Telephone
916-568-3055

Secondary (College)
Contact Name
Michael Poindexter

Title
Vice President Student Services

Email Address
PoindM@scc.losrios.edu

Telephone
916-558-2142

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

- Develop college wide understanding of current college commitments to pathways and related programs, analyze their intentions, and develop means for evaluating their impact on enrollment management and student success.
- Develop multi-constituency based process for analyzing and committing to ongoing opportunities for pathways projects related to enrollment management and student success.
- Implement and evaluate impact of approved pathways projects.
- Address and resolve institutional policies/practices that disenfranchise disproportionately impacted student populations.
- Create a strategic and equitable enrollment management approach for pathways that integrates student services, administration, and instruction.
- Have a common understanding of data needed to support college services, policies, and practices.
- Enhance methods of presenting data so that it can be used in decision making at all institutional levels.
- Utilize culture of action research to effectively retrieve, analyze, and communicate data.
- Develop common agreement with colleagues about access to and use of data in student success and services.
- Improve collaboration between faculty and faculty research coordinator.
- Improve understanding of, and alignment between, data used internally by SCC and data collected and used by state and federal agencies.
- Define the needs for technology in support of course scheduling.
- Explore, integrate, and implement software that supports the student experience from point of entry to goal completion and career opportunities.
- Develop college wide understanding of current college commitments to pathways and related programs, analyze their intentions, and develop means for evaluating their impact on enrollment management and student success.
- Develop multi-constituency based process for analyzing and committing to ongoing opportunities for pathways projects related to enrollment management and student success.
- Provide faculty leaders to support area of focus implementation.
- Implement and evaluate impact of approved pathways projects.
- Address and resolve institutional policies/practices that disenfranchise disproportionately impacted student populations.
- Create a strategic and equitable enrollment management approach for pathways that integrates student services, administration, and instruction.
- Enhance methods of presenting data so that it can be used in decision making at all institutional levels.
- Utilize culture of action research to effectively retrieve, analyze, and communicate data.
- Define the needs for technology in support of course scheduling.
- Evaluate, integrate, and implement software that supports the student experience from point of entry to goal completion and career opportunities.
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

<table>
<thead>
<tr>
<th>Object Code of Expenditure</th>
<th>Object Code Description</th>
<th>Project Funds Requested</th>
<th>Detailed Description of Proposed Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000</td>
<td>Other Operating</td>
<td>$10,000</td>
<td>Consultant for Enrollment Management</td>
</tr>
<tr>
<td>1000</td>
<td>Other Inst. Admin</td>
<td>16,800</td>
<td>Faculty Recognition/Stipends</td>
</tr>
<tr>
<td>4000</td>
<td>Non-Instructional Supplies</td>
<td>1,200</td>
<td>Miscellaneous</td>
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<tr>
<td>5000</td>
<td>Contract Personnel Services</td>
<td>72,400</td>
<td>Consulting Fees/Travel</td>
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<tr>
<td>5000</td>
<td>Contractual Services</td>
<td>109,600</td>
<td>Software Licensing</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>200,000</td>
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</tr>
</tbody>
</table>

**NOTE:** Fringe benefits and indirect costs are not allowable expenditures under the Grant.
EXHIBIT B
IEPI Innovation and Effectiveness Grant Progress Report

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Budget</th>
<th>1st Quarter Expenditure</th>
<th>1st Quarter Balance</th>
<th>2nd Quarter Expenditure</th>
<th>2nd Quarter Balance</th>
<th>3rd Quarter Expenditure</th>
<th>3rd Quarter Balance</th>
<th>Final Expenditure</th>
<th>Final Unspent Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 Instructional Salary</td>
<td>16,800</td>
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<tr>
<td>2000 Noninstructional Salary</td>
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<tr>
<td>3000 Employee Benefits</td>
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<tr>
<td>4000 Supplies and Materials</td>
<td>1,200</td>
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<tr>
<td>5000 Other Operating</td>
<td>182,000</td>
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<td></td>
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<tr>
<td>6000 Capital Outlay</td>
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<td></td>
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<tr>
<td>7000 Other Outgo</td>
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<tr>
<td>Total</td>
<td>200,000</td>
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</tbody>
</table>

Summary of implementation of activities and expenditures:

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.
### Area of Focus

<table>
<thead>
<tr>
<th>B. Enrollment Management and Pathways: Identify and remove institutional barriers to course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
</tr>
<tr>
<td>Address and resolve institutional policies/practices that disenfranchise disproportionately impacted student populations</td>
</tr>
<tr>
<td>Create a strategic and equitable enrollment management approach for</td>
</tr>
<tr>
<td>Responsible Person</td>
</tr>
<tr>
<td>Deborah Saks</td>
</tr>
<tr>
<td>Richard Yang</td>
</tr>
<tr>
<td>Rob Heidt</td>
</tr>
<tr>
<td>Target Date for Achievement</td>
</tr>
<tr>
<td>Spring 2018</td>
</tr>
<tr>
<td>Action Steps</td>
</tr>
<tr>
<td>a. Identify barriers developed at the department, division, college, district or state levels in policies and practices</td>
</tr>
<tr>
<td>b. Explore pathways models to evaluate whether they provide approaches or tools</td>
</tr>
<tr>
<td>Measure of Progress</td>
</tr>
<tr>
<td>a. Agreement to discuss relevance of pathways model to understanding barriers to completion</td>
</tr>
<tr>
<td>b. Documented listing of barriers to completion Mapping of barriers to interventions</td>
</tr>
<tr>
<td>Status As of Date:</td>
</tr>
<tr>
<td>Area of Focus</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
</tbody>
</table>
| success, retention, and persistence | pathways that integrates student services, administration, and instruction 3. Provide faculty leadership to support area of focus implemented. | Don Palm, Gayle Pitman, Crystal Lee | Spring 2018                 | a. Identify data requirements to support development and delivery of college services on an ongoing basis  
b. Ensure common data language/points for college services, policies, and practices including creating a common vocabulary and glossary of terms relevant to establishing culture of inquiry  
c. Communicate the relevance of the data to college community  
d. Improve faculty access to data and present data to help make informed decisions and support students in the classroom and programs by creating an accessible end-user approach to improving data analysis and use for decision-making (end users are faculty, staff, and students) including use of dashboards  
e. Evaluate progress, and make improvements as warranted by the findings.  
f. Provide some FTE for faculty leads | b. Evaluation of pathways or other models to address barriers to student completion  
c. Implementation of enrollment management approaches and pathways models that eliminate or reduce identified barriers  
d. Evaluation of implemented approaches and models, and improvements as the findings warrant  
e. Professional development activities implemented and evaluated |                     |
| C. Promote culture of Inquiry     | 1. Have a common understanding of data needed to support college services, policies, and practices  
2. Enhance methods of presenting data so that it can be used in decision making at all institutional levels  
3. Utilize culture of action research to effectively retrieve, analyze, and communicate data  
4. Develop common agreement with colleagues about access to and use of data in student success and services  
5. Improve collaboration between faculty and faculty research coordinator  
6. Improve understanding of, and alignment between, data used internally by SCC and data collected and used by state and federal agencies  
7. Provide faculty leadership to support area of focus implemented. |                           |                              |                                                                               | a/b. Dashboard of common indicators of student success and retention that include the data requirements and language  
c. Communicate relevance of data in discussions on course scheduling, instructional activities…  
d. Utilize “drill down” to division/department/subject level to understand student success data in making decisions about pathways or evaluating the impact of pathways and related programs.  
e. Positive evaluation of availability and usability of data tools in college decision-making |                     |
| D. Enrollment Management and Technology: Strengthen technology infrastructure to support student engagement and student success. | 1. Define the needs for technology in support of course scheduling  
2. Explore, integrate, and implement software that supports the student experience from point of entry to goal completion and career opportunities.  
3. Provide faculty leadership to support area of focus implemented. | Elaine Ader, Kendace Knudson, Robert Kelly | Spring 2018                 | a. Develop the requirements statement for the course scheduling software, identify components of the student experience from recruitment to completion  
b. Integrate examination of course scheduling software with evaluation and acquisition of case management software that supports the student success goals, course scheduling, student ed plan, early alert  
c. Review existing vendor products including EAB, Navigate, Starfish, SharePoint, grades first (early alert), EduNav, MAPS (south orange), Civilx  
d. Implement chosen software programs  
e. Facilitate college access to data provided by implemented software programs | a. Creation of college and districtwide workgroups to define requirements for course scheduling and case management software  
b. Development of requirements statement for software evaluation; evaluation carried out  
c. Purchase of software  
d. Implementation and integration with ERP  
e. Create and deliver documentation and training  
f. Evaluation report published and improvements implemented accordingly |                     |
<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Objective</th>
<th>Responsible Person</th>
<th>Target Date for Achievement</th>
<th>Action Steps</th>
<th>Measure of Progress</th>
<th>Status As of Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Pathways: Identify and build upon what is working to promote and improve equity and student success</td>
<td>1. Develop collegewide understanding of current college commitments to pathways and related programs, analyze their intentions, and develop means for evaluating their impact on enrollment management and student success 2. Develop multi-constituency based process for analyzing and committing to ongoing opportunities for pathways projects related to enrollment management and student success 3. Implement and evaluate impact of approved pathways projects</td>
<td></td>
<td></td>
<td>f. Evaluate progress by teams that include end-users, and make improvements as warranted by the findings. g. Provide some FTE for faculty leaders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Enrollment Management and Pathways: Identify and remove institutional barriers to course success, retention, and persistence</td>
<td>1. Address and resolve institutional policies/practices that disenfranchise disproportionately impacted student populations 2. Create a strategic and equitable enrollment management approach for pathways that integrates student services, administration, and instruction</td>
<td></td>
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</tr>
<tr>
<td>C. Promote culture of inquiry (Added for I&amp;EP)</td>
<td>1. Enhance methods of presenting data so that it can be used in decision making at all institutional levels 2. Utilize culture of action research to effectively retrieve, analyze, and communicate data</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Enrollment Management and Technology: Strengthen technology infrastructure to support student experience and student success</td>
<td>1. Define the needs for technology in support of course scheduling 2. Explore, Integrate, and implement software that supports the student experience from point of entry to goal completion and career opportunities.</td>
<td></td>
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<td>Total IEPI Resource Request (not to exceed $200,000 per college)</td>
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<td>(As applicable; duplicate if needed for district-level I&amp;EP,</td>
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<td>Name: Whitney Yamamura</td>
<td>Name: Troy Myers</td>
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