College Governance Council
Wednesday, May 19, 2021
2:00-4:00 p.m.

Zoom Link:
https://smccd.zoom.us/j/86787440904?pwd=UHk2VU5PQmE0K2h1ZjdxWUYxZ0I4dz09
(669) 900-9128, Meeting ID: 867 8744 0904, Passcode: 785677

Members:
☐ Eloisa Briones
☐ Jose Omar Gutierrez
☐ Golda Margate
☐ Melissa Moreno
☐ Newin Orante
☐ Sherrie Prasad
☐ Jesse Raskin
☐ Leigh Anne Shaw
☐ Jennifer Taylor-Mendoza
☐ Carlos Ungo

AGENDA

I. Call to Order/Establishing a Quorum/Roll Call

II. Public Comment *

III. Consent Items
   Approval of Minutes – April 28, 2021

IV. Informational and New Business

Associated Students of Skyline College
a. ASSC Report
   Carlos Ungo/
   Jose Omar Gutierrez

Classified Senate – 10 Minutes
a. Classified Senate Report
   Sherrie Prasad/Golda Margate

Academic Senate - 30 Minutes
a. Academic Senate Report
   Leigh Anne Shaw/Jesse Raskin

Administration – 45 Minutes
a. President’s Update
   Action
   a. Climate Review Work Group Recommendation

   b. Peoples College Initiative Recommendation

Mission Statement
To transform and empower a global community of learners
b. Administrative Services Update
   Eloisa Briones
   HEERF II Institutional Support Plan

   Action
   a. FY 2021-2022 Fund 1 Tentative Budget Recommendation

c. Instructional Update
   Dr. Jennifer Taylor-Mendoza

d. Student Services Update
   Dr. Newin Orante

e. Planning Research and Institutional Effectiveness Update
   Ingrid Vargas

Action items
a. SPARC recommendation on Criteria for Those Undergoing Program Review
   - https://drive.google.com/file/d/1cRTDBeCqhXGz4_dUzUT-33A0vxXbON5Q/view?usp=sharing

b. SPARC recommendation on Piloting of Program Review Update (PRU) Templates
   - Instructional PRU Template: https://docs.google.com/document/d/1Sh1O98Qi742DzJtOu76Yn8-pzOcgQLctn140SBBeBL1U/edit?usp=sharing
   - S/LSS PRU Template: https://drive.google.com/file/d/1CLQ7nH0ML91kL0kX-zVTS1a3FLmcyvWO/view?usp=sharing

c. Participatory Governance and Committee Structure Work Group Recommendations

f. Equity Institute Update
   Dr. O’Ken Zoe Brian Selassie-Okpe

g. Marketing, Communications, Public Relations Update
   Cherie Colin

V. Next Meeting – September 22, 2021

VI. Adjournment

*Public Comment. Members of the Skyline College community and the public may address the College Governance Council on items appearing on the agenda by submitting a request in the chat box (Zoom) or a comment slip (in person) at the start of the meeting. Speakers must limit their remarks to a maximum of three minutes. If there are a large number of speakers, the President may use discretion to reduce the comment time in order to keep all public comment time to 20 minutes or less, in order to be able to have enough time for the Council to conduct its business. In accordance with the Americans with Disabilities Act, the Council will make reasonable efforts to accommodate

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persons with qualified disabilities. If you require accommodation, please contact Theresa Tentes at tentes@smccd.edu at least 48 hours in advance of the meeting.
In Attendance: Eloisa Briones, Jose Gutierrez, Golda Margate, Melissa Moreno, Newin Orante, Sherrie Prasad, Jennifer Taylor-Mendoza, Jesse Raskin, Leigh Anne Shaw

Absent: Jesse Raskin and Carlos Ungo.

Recorder: Theresa Tentes

I. Call to Order and Establishing a Quorum
Roll Call
Theresa Tentes took Roll Call. All voting members were in attendance except Jesse Raskin and Carlos Ungo.

II. Public Comment*
No comments

III. Consent Items
Approval of Minutes, March 24, 2021
(M/S Leigh Anne Shaw/Golda Margate)
The March 24, 2021 minutes were approved. Ayes

IV. Informational and New Business

Administration – 45 Minutes

a. President’s Update
Dr. Melissa Moreno
Information Item: Participatory Governance Work Group Update

Dr. Moreno gave an update on the Participatory Governance Work Group (PGWG) which continues to meet regularly. She shared a visual of the Participatory Governance Model. The document is available on the CGC website for review. The Work Group will formally bring recommendations to the CGC at a later date. The PGWG is also redefining the Compendium of Committees. Dr. Moreno explained the definitions for the difference groups.

Dr. Moreno also gave an update of the Climate Review Task Group. The group is meeting every 2 weeks. The group was formed by CGC to review the McPhail Report and the recommendations, assess whether the college fulfills those recommendations, assess whether further climate review efforts are needed and bring all of the recommendations back to CGC and then disband after the scope of work is complete.
The status of phase 1 were recommendations to the Chancellor. CGC reviewed the recommendations and then Dr. Moreno forwarded them to the Chancellor. The status of phase 2 are the 7 recommendations to the President and the Task Group has only reviewed half of the recommendations. Once they the Task Group has completely reviewed all the recommendations, they will be forwarded to CGC for final review and adoption as a recommendation to the President.

Dr. Moreno also shared information about the Peoples College Initiative. The Initiative sets framework around all the work that the college is currently doing on Anti-Racism, College Governance and Climate. She wrote a letter of interest for the initiative. The letter was approved she asked for the maximum grant of $200,000. The letter is available on our CGC website as well as other documentation. In Fall, 2021 the IEPI Participation Resource Team (PRT) will be visiting Skyline College and Dr. Moreno will work with CGC to create a team from Skyline College to meet with them and complete assignments.

Dr. Moreno reported that the campus held a Think Tank to collect feedback from the campus community regarding what the recovery would look like returning to campus. There will be a second Think Tank event May 5th. She also reported that at the May 12th Board of Trustees meeting there will be a report from the Emergency Operating Center (EOC) of multiple plans regarding the recovery and return to campus for the coming semesters.

b. Budget Update

Eloisa Briones

Eloisa, Briones, Vice President of Administration Services, gave an update on the finances and emergency preparedness. Eloisa shared a document that is available on the CGC website that contained information shared at the SPARC regarding the budget development for the fiscal year 2021-2022.

Eloisa shared an update on CARES and HEERF funding. The HEERF 2 funds available district-wide is $13,300,000 of which $5.8 million dollars is Skyline College’s portion. The plan is for $3.7 million dollars to be disbursed to students, some will be allocated to the District, and approximately $900,000 is allocated to Skyline College for institutional support related to Covid.

HEERF 2 funds must be spent by the end of the calendar year, December 31, 2021. HEERF 3 funds must be expended by the end of 2023. HEERF 3 funds allocated to Skyline College is $10,457,000 from which $3,659,000 is allocated for institutional support.

Eloisa announced that the first meeting of the Health and Safety Committee will be held Thursday, May 6th. Ray Hernandez, Health Brank Director and Ben Zara Minkin, Emergency Preparedness Manager, will provide an update from the EOC.
c. Instructional Update

Dr. Jennifer Taylor-Mendoza, Vice President of Instruction, shared that she is working with the Deans and the Deans are work with the faculty on determining those courses that will be in-person on campus for Fall 2021. The EOC has set up scheduled times and meetings to meet with those departments, specifically those planning to return to campus in the Fall, to conduct an operation proposal of a workspace assessment and physical access protocol. The Instruction Office has created an On-Campus Sections document to report which courses will be offered on campus for Fall 2021.

Rolin Moe’s division is conducting a Technology Assessment. Rolin shared that his division is at the early stages of pre-planning needs assessment. There are significant HEERF funds but there is a significant need. The 5 places that have been identified:
- Existing Technology Checkouts
- Employee Technology Setups
- Software
- Campus infrastructure
- Professional Learning

d. Student Services Update

Dr. Newin Orante, Vice President of Student Services, shared regarding the HEERF 2 funds, the college is waiting for a response from the State Chancellor’s office and advice from the Federal Government about how to use the $2 million dollars for our students. The college received confirmation from the State Chancellor’s office that the funds can be used for our undocumented students and Dr. Orante is working with the Skyline College Financial Aid office to be sure the funds can be distributed to the eligible students.

Dr. Orante started researching the trajectory in terms of our FAFSA completer’s pre-pandemic, as far back as 2016, there has been a decrease on students completing their FAFSA. The decrease has been approximately 2-3% annually. He reported that when there is a reduction of students filing for FAFSA, there is a corollary to a reduction in resources or protentional resources that are available to the students. The FAFSA completions also have an impact on enrollment management. To work on this issue, Dr. Orante would like to design a FAFSA campaign that is multi-year. Our next step is to begin to invite people to be thought partners.

e. Planning Research and Institutional Effectiveness Update

Ingrid Vargas

No report

f. Equity Institute Update

Dr. O'KenZoe Brian Selassie-Okpe

Dr. O'KenZoe Selassie-Okpe, Executive Director of the Equity Institute, shared that the Equity Institute has moved the inaugural STEM Academy and the 3rd Annual Equity Summit into a virtual space. The IEPI Grant that was part of the Equity Institute officially closed as of April 13th. Dr. Selassie-Okpe shared that the Equity Institute
Institute is in the process of evaluating past programs and gathering data from past participants.

g. Marketing, Communications, Cherie Colin

Public Relations Update
Cherie, Colin, Director of Community Relations and Marketing, shared that there has been a vacancy in the Web Programmer Analyst position. The position will be filled shortly.

Recently there was a district-wide press conference on campus in building 12 to announce that the County of San Mateo has provided $2 million dollars toward the Promise Scholars Program. President of the Board of Supervisors, Supervisor David Canepa, made a presentation to announce the funds.

The Skyline College Commencement Ceremony will be virtual this year for the 2020 and 2021 class. The broadcast will be held Friday, May 28th at 5:30 p.m. for the 2020 class and 7:00 p.m. for the 2021 class.

The Student Recognition and Awards Ceremony will not be held like in the past. There will be a celebratory page on the College website with a video Dr. Moreno. The MCPR is working on several enrollment campaigns. There is a district wide enrollment campaign, district wide ESL campaign, College-Wide campaign for TRiO, EOP&S and Promise Scholars Program. MCPR also worked with Allied Health to advertise the program.

Academic Senate - 30 Minutes

a. Academic Senate Report Leigh Anne Shaw

Leigh Anne Shaw, President Academic Senate provided an update. The final Academic Senate meeting will be held May 6th. The 2021-2022 newly elected senate officers will be announced. Lindsey Ayotte is the only nominee for President. The Senate will elect an Executive Committee to complete any actions during the Summer. At the April 15 Academic Senate meeting the Academic Senate hosted a discussion on Anti-Asian violence and support for our campus community and at the May 6th meeting there will be a resolution presented addressing Anti-Asian Hate. The Professional Personnel Committee is working with Classified Senate to host the annual End of the Year Party.

This year the Academic Senate selected the following Faculty Marshalls for the Commencement Ceremony. The Faculty Marshall’s will be Mike Fitzgerald and Jan Fosberg.

Leigh Anne thanked the College Leadership for supporting the resolution on supporting the students from Myanmar and providing services to the students.

The District Academic Senate Leadership will be changing. Kate Williams Browne will transition from President Elect to President of the District Academic Senate.

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Action Item

a. Request from AS for CGC: Special task group to focus on Black Student Success data. – Leigh Anne Shaw

Motion to support the formation of a task group to focus on Black Student Success.
(M/S Eloisa Briones/Newin Orante)

Discussion: There was a robust discussion around membership of the task group, and regarding if the task group should only focus on Black Student Success or also focus on other student groups. It was discussed that the task group would bring back to CGC what it finds in terms of any need that might arise through critical inquiry to expand the work to other student groups.

The motion was amended to also urge the Task Group to address the critical tenets of shared values in its inquiry work and that the Task Group define their charge, and which will then inform the selection of the membership. The CGC also amended the motion to include a request that the Task Group return to CGC with its charge and proposed membership.
(M/S Eloisa Briones/O’Ken Zoe Selassie-Okpe)
Ayes
Unanimous.

b. SPARC recommendation on revisions to the IEC Charge – Leigh Anne Shaw for SPARC

Motion to approve this recommendation of the IEC Charge
(M/S Jennifer Taylor-Mendoza/Sherrie Prasad)
Ayes. Unanimous.

c. SPARC recommendation on IEC membership structure – Leigh Anne Shaw for SPARC

Motion to approve this recommendation of the IEC membership structure
(M/S Newin Orante/Jose Gutierrez)
Ayes. Unanimous.

Classified Senate – 10 Minutes

a. Classified Senate Report
    Sherrie Prasad/Golda Margate

Sherrie Prasad, President of Classified Senate, provided an update. The Classified Senate elections are taking place soon. All 6 positions are available to be filled. Nominations are due April 30th and elections will follow the next week.

This year there is a joint collaboration with Academic Senate and Classified Senate to bring back the End of the Year Celebration. The celebration will be virtual and will be

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held Thursday, May 20th from 12:30-1:30 p.m. More information will follow. There will be prices and drawings for gift baskets. All funds raised will be for the annual Faculty/Classified Staff Scholarship.

Golda Margate, Vice President of Classified Senate, shared a video of the Caring Campus Initiative. Golda also shared that the students from the FSU at Skyline College as well as the Katipunan student group from CSM released a joint statement on Anti-Asian Hate Violence on March 7th. The student groups held a workshop on April 12th their presentation the students gave a brief overview on discrimination and racism endured by Asian in America since the mid-1800s. The students also led a discussion on the increase in Anti-Asian violence. The students also presented at ASSC requesting their support and helping share the message. Golda shared that she is working with a core group of faculty to create a joint Anti-Asian resolution for Classified Professionals and Academic Senate. The goals is have the resolution, as long as it is approved by both Academic and Classified Senates, to be presented at the next Board of Trustees meeting May 12th.

Associated Students of Skyline College

a. ASSC Report

Jose Gutierrez, Vice President of ASSC, introduced Anthony Tran, candidate for President of ASSC for 2021-2022. Anthony provided a presentation of the events that took place this Spring. Anthony shared that in February the ASSC collaborated with the Myanmar students from Skyline College and CSM to plan a intergenerational panel of Southeast Asian leaders. In attendance were Faculty and Staff from the District and it led to a resolution to support Burmese students. The next event was a Black History Month panel. The panelists were Dr. Jennifer Taylor-Mendoza, who shared stories and vulnerability. It was a sharing space with the community leader’s faculty and staff. The next event was an ASSC panel with student leaders to share experiences as student leaders and to recruit people for the next year. The ASSC created workshops to train students on using LinkedIn. The next event is Women’s History Month that was held in March.

Upcoming events for April and May:
- Panel for Asian American Heritage Month
- Open Mic poetry event
- ASSC Elections will be held in May
- Filipino Tattoo Artist
- Polynesian Community Culture Panel
- College Lecture Series – Dr. David Stovall

V. Next Meeting – Wednesday, May 19, 2021

VI. Adjournment
(M/S Leigh Anne Shaw/Jose Gutierrez)
Ayes

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Skyline College Academic Senate
End of Year Report – 2020-2021

Leigh Anne Shaw, Academic Senate president 2020-2021

It is an understatement to say that the academic year 2020-2021 was “a year like no other.” This report details some of the events, actions, discussions, and issues that the Skyline College Academic Senate faced and addressed.

Table of Contents

- Training of membership
- Senate Goals
- Faculty Appointments
- Resolutions, Endorsements, Statements, and Letters of Support
- Awards and Nominations
- Transformational Discussions and Actions on Campus and District Matters

Training of membership
The Academic Senate engaged in the following training activities:

Committee Chairs retreat – June 25, 2020
- Committee Chairs gathered to talk about their committees and charges.
- Two committees in particular, Professional Personnel and Educational Policy, revealed a need for examination of structure, role, purpose, and charge.
- The retreat resulted in a goal to examine these committees and recommend a structure that serves students, the senate, and the college community.

Whole Senate retreat – August 11, 2020
- The senate was oriented to the framework of the 10+1, the senate bylaws, and discussion and decision-making.

Online senate training (Canvas module)
- This senate training module was created with content from the ASCCC
- Senate officers were obligated to complete all 7 modules; senators were obligated to complete modules 1, 4, and 7.
Senate Goals
The Academic Senate put its attention towards enhancing governance processes and strengthening senate voice and action to benefit students. To this end, the senate focused on the following three areas:

1. **Enhancing Senate effectiveness:**
   - **Collegial Consultation:** The Academic Senate committed to continuing to build on the work by the *Collegial Consultation Ad Hoc Committee (2019-2020).* Status: Complete, with adjustments to new leadership.
   - **Enhancing Division Meetings:** Discussion on 10/01/20, followed by a study session in January 2021 that resulted in shared understanding. Status: Follow-up to take place in Fall 2021.
   - **Committee Review and Revision**
     - **Educational Policy committee** As Skyline College is the only college with an Ed policy committee, the chair was asked to examine the role of Ed Policy with an aim towards enhancing its effectiveness and centering its work in a meaningful way. Status: Continuing into Fall 2021.
     - The **Professional Personnel Committee**’s charge has long been misunderstood by many; the chair was asked to engage in work towards connecting Professional Learning into its charge, and by association, into the senate’s purview. The result has been a proposed re-envisioning of Professional Learning designed for greater equity and access. Status: Continued work will extend into Fall 2021.
   - **Restructuring the Senate web pages**
     - The Senate web pages are in process of redesign for greater accessibility and information transparency. Status: 80% complete, continuing into Fall 2021.
   - **Examining the Purpose of Academic Senate dues**
     - The treasurer surveyed the senate to evaluate the senate’s practice of collecting dues. The dues amounts and revenue have not changed over several years and are always used to contribute the same amounts to support scholarships and book rental, with a small amount left over for awards. The treasurer is working with the sister college senates to discuss meaningful use of the dues and the treasurer’s role. Status: Continuing into Fall 2021.
   - **Bylaws**
     - Discussion of further bylaws revision to eliminate conflicts of interest in division voting. Status: Work to engage and complete in Fall 2021.
2. **Holding space for sharing of lived experiences**
   - The Academic Senate featured several discussions in response to incidents of anti-Asian hate and violence as well as the importance of supporting members of our campus community. **Status: Ongoing.**

3. **Engaging Campus in Dialogue related to the pandemic**
   - The Senate held multiple discussions related to operations under the pandemic, including technology needs, training, emotional support, student assessment and grading, and recovery towards in-person return to campus. **Status: Continuing into Fall 2021.**

Faculty Appointments

**ASCCC Appointments:**
- **ASCCC CCC Library Services Platform project committee:** Kim Lim (ASLT)
- **ASCCC OERI Liaison:** Ame Maloney (ASLT)
- **ASCCC Part-Time Committee:** Alpha Lewis (BEPP/GLPS)
- **ASCCC Resolutions Committee:** Annie Corbett (SSCA)
- **ASCCC Educational Policy Committee:** Leigh Anne Shaw (LA)

**District appointments**
- **District Faculty Qualifications Committee:** Luciana Castro, Pia Walawalkar

**Senate appointments of senator positions for Fall 2020/Spring 2021**
- **Senate executive committee:** Tim Rottenberg (SSLT), Ame Maloney (ASLT), Pia Walawalkar (ASLT)
- **Adjunct senator position:** Pablo Ramirez (LA)

**Screening committee appointments for faculty and administrative hires**
- **Faculty:**
  - **Business:** Soledad McCarthy, Nate Nevado, Linda Whitten
  - **Chemistry (new):** Christine Case, Yancy Aquino, Mousa Ghanma
  - **Chemistry (replacement):** AJ Bates, Joaquin Rivera-Contreras, Jing Folsom
  - **Cosmetology:** Cassidy Ryan-White, Tammy Calderon, Carmen Richardson
  - **Engineering/Computer Science:** Nick Langhoff, Jenny Le, Denise Hum, Norm Del Prado
  - **Biology:** Christine Case, Yancy Aquino, Alice Erskine, Kynatta Weathersby
  - **Counseling:** Melanie Espinueva, Alberto Santellan, Beverly Muse
  - **Geography:** John Ulloa, Susan Mahoney (Cañada College), James Wong, Carlos Colombetti
  - **Distance Education Coordinator:** Bianca Rowden-Quince, Ame Maloney, Kim Saccio-Kent, Kolo Wamba, Tammy Calderon, Jessica Hurless

- **Administrative:**
  - **Vice President of Student Services:** Kim Davalos, Loraine DeMello, Jacquie Escobar, Nate Nevado
  - **Middle College Director:** Tim Rottenberg, Lavinia Zanassi
  - **International Students Program Manager:** Carlos Romero
- **Equity Institute Executive Director**: Kate Williams Brown, Ruben Parra, Nina Floro, Danielle Powell.
- **Equity Institute Manager**: Mustafa Popal
- **Interim Vice President of Instruction Screening (internal appt)**: Lindsey Ayotte (as incoming senate president)
- **Vice President of Administrative Services**: (to be appointed Summer 2021)

**Tenure Review Evaluation Committee appointments**
- **KAD Division evaluation committee**: Jan Fosberg, Gabe Saucedo, Justin Piergrossi
- **Committee for Chris Watters (KAD)**: Justin Piergrossi, Jan Fosberg, Dino Nomicos
- **Committee for Lindsey Ayotte (LA)**: Jessica Hurless, Danielle Powell, Nina Floro
- **Committee for Vincent Chandler (LA)**: Jessica Hurless, Danielle Powell, Michael Cross
- **Committee for Janice Sapigao (LA)**: Rachel Bell, Liza Erpelo, Rob Williams
- **Committee for Katie Hern (LA)**: Rachel Bell, Nina Floro, Lucia Lachmayr
- **Committee for Felicia Mazzi (LA)**: Leigh Anne Shaw, Erinn Struss, Luciana Castro

**Campus committee appointments**
- **Participatory Governance Task Group**: Cassidy Ryan-White (replacing Mustafa Popal)
- **Faculty Professional Development (Article 13)**: Janice Sapigao
- **Advisory Committee on Employee Development (ACED)**: Nina Floro, Janice Sapigao, Kim Saccio-Kent, Pia Walkawalker
- **Educational Policy**: Carlos Colombetti, Rick Hough, Nathan Jones, Hui Pate, Carlos Romero, Gabe Saucedo
- **Comprehensive Program Review Task Force**: Leigh Anne Shaw, Nancy Kaplan Biegel, Lucy Jovel, Cassidy Ryan-White, Jeremy Evangelista
- **Campus Climate Work Group**: Lavinia Zanassi, Sujatha (Suji) Venkataraman
- **Institutional Effectiveness Committee (IEC) Senate representative**: Vincent Chandler
- **Institutional Effectiveness Committee (IEC) faculty tri-chair**: Vincent Chandler
Resolutions, Endorsements, Statements, and Letters of Support

Resolutions

- Resolution in support of students from Myanmar
- Joint Resolution to Denounce Anti-Asian Racism and Violence
- Resolution honoring the service of Jesse Raskin
- Resolution honoring the service of Rika Yonemura-Fabian

Senate Letters of Support and Endorsements

- Letter of Support for Online Education Initiative grant
- Endorsement of DAS Ethnic Studies resolution
- Endorsement of Division Meeting study session
- Endorsement of AFT resolution on Pedagogically Sound Class Size
- Endorsement of revisions to District Board Policy 2.27 Regarding Smoking on Campus
- Renewed support for OER Resolution from 2016

Senate statements

Statement by President Shaw Jan 21, 2021 regarding attack on U.S. capitol, Jan 6, 2021:

It’s been a historic week following acts that have rocked our nation and shaken our sanctity more than we thought was possible, but I am hopeful that light may repel the darkness that has consumed us. I myself am recovering from a death in the family, my own battle with COVID-19, and the exhaustion from a daily adrenaline surge over the last four years. I wish to take this time now to recognize how fortunate I am to be a part of our Skyline College community. I also want to publicly support the words expressed by our campus president and our district chancellor regarding the assault on our capitol and our democracy, and I wish to affirm to you right now my own relentless commitment to ending injustice and forging a path for equity in education and our world.

The work that equity and social justice requires should not be politicized, and yet, it has become so. I am not so naïve to believe that everyone at Skyline College supports the new U.S. presidential administration; to do so is a personal choice. President Joe Biden spoke in his inaugural speech about the cherished American right to disagree. You and I can disagree about economic policies or positions in world diplomacy, but there are some things that we cannot agree to disagree on. White supremacy is one. Overthrow of our democracy is another. Alignment with fascism is a third. If you look around you at those who are on your side, and if you see confederate flags, white supremacists, Nazis, people in tactical gear calling for murder, conspiracy theorists peddling misinformation, denial of a virulent pandemic that has claimed the lives of hundreds of thousands and will kill many more, caging of children, demeaning of the vulnerable, violence against the powerless – if you see this things near you, you’re on the wrong side. This is not debatable. Be assured that those uncivil and anti-American values will never find support in the Academic Senate.

As a nation, we have enormous work ahead to heal damage and division. I want make it clear that I consider it the Academic Senate’s duty to fight for equity for our students and our entire campus community. We are obligated, as Amanda Gorman said so eloquently in her inaugural poem, to “compose a country committed to all cultures, colors, characters, and conditions.” She reflected on how close we’ve come to shattering our nation rather than sharing it. The journey towards equity and inclusion is the hill we climb, fraught with stumbles and missteps, but one that heals the wounds that we’ve inherited and allowed to worsen through decades of unjust policies. The documentarian Ken Burns has said that we actually have three viruses: COVID-19, white supremacy, and misinformation. Let’s commit to ending all of them. I will do everything in my power to facilitate that action even after I am gone from this office.
Awards and Nominations

- **ASCCC Exemplary Program**: The Skyline College Physics Department (nominated)
- **ASCCC Hayward Award**: Jennifer Merrill (nominated)
- **Skyline College Phil Meyer Award**: Soledad McCarthy, Nicole Porter, Kenyatta Weathersby, Rika Yonemura-Fabian (awarded)
- **Faculty Marshall for Commencement**: Mike Fitzgerald (2020) and Jan Fosberg (2021) – (awarded)

Transformational Discussions and Actions on Campus and District Matters

- **Comprehensive Program Review**
  - The Senate reviewed new separate templates created for instruction and student services as part of the process of revision of the Comprehensive Program Review process. Endorsed Fall 2020.

- **Policies Ensuring Greater Equity for Students and Community**
  - The Educational Policy committee engaged the senate in discussion on equitable application of placement for students falling between two separate catalog rights allotment
  - The Educational Policy committee asked the senate’s input into the policy governing credit by examination
  - The senate supported the Only Fog @Skyline initiative focused on a healthier campus
  - The senate advocated for broader access to nutritional support as well as financial options for students suffering from the effects of the coup in Myanmar
  - The senate supported the DAS revision to the policy governing Full-Time Temporary faculty classification and hiring

- **Focus on Black student success**
  - The senate requested of College Governance Council that an inquiry task group made up of key constituents be convened to focus specifically on Black student success

- **Distance Education Handbook**
  - The senate approved updates to the DE Handbook in Fall 2020

- **Campus Climate Work Group**
  - In response to the 2019 McPhail report, this committee was convened by Dr. Moreno and the senate appointed faculty to serve in Fall 2020

- **Skyline College Scale of Adoption and Assessment (SOAA)**
  - The Guided Pathways directors solicited and received senate approval in Spring 2021

- **A Framework for Committee Appointments**
  - The Academic Senate discussed the importance of intentionality in the appointment of faculty to committees. This framework is still in discussion.

- **Diversification of Faculty Ranks discussion**
The senate reviewed and discussed the importance of diversification of faculty ranks, supporting efforts by the Equal Employment Opportunity Advisory Committee and the District Academic Senate.
March 17, 2021

Dr. Dianne Van Hook, Chancellor  
CC: Diane Rausch  
College of the Canyons  
26455 Rockwell Canyon Road  
Santa Clarita, CA 91355  

Re: Letter of Interest for IEPI  

Dear Chancellor Van Hook:  

I submit this letter of interest on behalf of Skyline College in the San Mateo County Community College District (SMCCCD) for technical assistance under the Institutional Effectiveness Partnership Initiative (IEPI). We had an excellent experience with the IEPI PRT team as we launched our Equity Institute. We are interested, now, in having assistance with our climate review work and our anti-racist initiatives. Please consider our application for technical assistance below.  

1. **Institution name:**  
   Skyline College, San Mateo County Community College District (SMCCCD)  

2. **Description of areas that your institution is doing well:**  
   As a new president, I have been on a delightful journey, learning everything I can about Skyline College since August, 2020. We have one overarching initiative that covers the work of the entire college: The Comprehensive College Redesign. This was envisaged by my predecessor, Dr. Regina Stanback Stroud. It is a sweeping initiative dreamt prior to the Guided Pathways initiative. We were ahead of our time, and have since seamlessly integrated Guided Pathways into the Redesign project. The redesign integrates functions of the Academic Senate, Instruction and Student Services, with the focus on improving completion and retention for our hyper -marginalized populations. Our pathway and meta major mapping work are nearing completion. We also moved forth with the Promise Scholars Program as an integrated part of the redesign effort, which is now producing data showing remarkable completion success. Two-year completion rates have tripled for first time full-time students from 4.5% to 19%, and 50% of three-year plan students are on track to graduate. We are also excelling in the roll out of a new Dual Enrollment Program which has doubled enrollments to an anticipated 2500 in Fall, 2021, and our persistence and retention rates are solidly over 92%. Both the Promise Scholars Program and our Dual Enrollment Program have been adopted by the District to scale across our other two colleges. Skyline College has been a long-time innovator within the District. I intend to keep our reputation as a first-mover in the
District alive and well, as we set the example for innovative approaches to student programs – and now, potentially, as a leader in climate improvement.

3. **Description of your institution's areas of focus for PRT or Mini-PRT assistance that will help advance your institutional effectiveness even more.** Previous visits to institutions have addressed diverse topics such as enrollment management, student learning outcomes assessment, integrated planning, fiscal strategy, technology applications, and professional development.

Our area of focus for PRT assistance is laying a strong foundation for a sustainable healthy climate. As the new college president, I personally surmise that with the intense focus on student success and innovation in the last five years, we may have lost some focus on the caring of our people and the college climate. Our hypothesis is that the climate of our college and our active antiracism efforts intersect and work together to transform us as a community of the people. As such, we would like to launch the **People’s College Initiative (PCI)**. PCI will focus on creating a healthy climate at Skyline College. We believe the key ingredients to transforming our climate into a healthy college and workplace experience is three-fold: (1) Having a robust participatory governance process that people trust and believe in, rendering open and transparent decision-making a way of life at Skyline College. We will work to provide the structure and practices needed to ensure all voices are heard, and that the people and students of Skyline College actively work together to shape its future; (2) Creating an antiracist culture that embraces campus wide training, practice, and action toward becoming an antiracist college; and (3) Engaging in regular climate review in order to measure our transformation in becoming a true institution of the people. We will measure success by the existence of a broad-based understanding of how our college functions as a democratic institution, how our shared governance model works, how we can come together and learn to be antiracist practitioners in an educational environment. And, the *piece de resistance* is a healthy climate. We intend to norm participatory governance, antiracism activity and training, and regular climate review. Below is a tentative outline of our vision for this transformation and is subject to revision. If accepted, we will look forward to the opportunity to flesh out this outline with our constituency groups on campus, and the PRT team, to help us refine our vision and scope.

A. Create Climate Review and Participatory Governance Task Forces to:
   1) Transform participatory governance to be truly transparent and democratic.
   2) Ensure wide engagement and understanding of the participatory governance process.
   3) Ensure democratic process and structure is in place to norm participatory governance in perpetuity.
   4) Review and revise the compendium and committee structures as we redefine the work.
   5) Address the 2020 Climate Review report and implement current recommendations.
B. Antiracism Training and Action

1) Launch Intergroup Dialogue learning and a train-the-trainers model. Intergroup Dialogue is a methodology to retrain us in how we engage with each other and how we listen. It serves as a basis and facilitation for difficult and courageous conversations around social justice, racism, and politicized current events.

2) Conduct “dialogues” campus wide on difficult topics to include racism, utilizing an affinity group model.

3) Equity Training: Continue cohort training using our Equity Training Series as a model to address ongoing unconscious and conscious bias, gender discrimination, antiracism and whiteness.

4) Integrate the Equity Institute internally, to support the college-wide work.

5) Integrate antiracist pedagogical practices into the curriculum and classrooms.

6) Develop a culture of lifelong learning and an action mindset campus wide.

C. Outcomes Measured through Regular Climate Review Surveys

1) Set a baseline comprehensive climate and antiracism review survey, and conduct ongoing annual reviews and reporting to see our trajectory in improvement of the climate and antiracist culture and to identify gaps for follow on work.

4. Description of the rationale for these areas of focus.

The rationale for a focus on this is born from my listening tour as a new president. During the interview process and upon arrival, I was informed of the widespread sense of a lack of transparency in our governance coupled with innovation fatigue. In addition, there appeared to be a lack of transparent input from our constituency groups into decision-making and hiring, and a lack of campus wide understanding of the shared governance process. In addition, we had a professional climate review report published March, 2020 that indicated a serious systemic climate problem. Layered atop that, we are charged as a campus to support the District and State’s antiracist call to action. While Skyline College is likely ahead of most colleges in the system in terms of addressing social justice, equity, and antiracism, we have a lot of work ahead of us, especially if we intend to continue as a leader in these statewide efforts. And, as a campus, we see the clear connection between our climate work and our antiracist efforts as working together to transform our community. A positive climate and culture, alongside active antiracism work undergirds a healthy 21st century community college campus – and when your campus community is healthy, students feel a greater sense of belonging and thrive. It’s the direction we are all heading in the statewide system in support of Chancellor Oakley’s call to action, and Skyline College is helping to pave the way for the rest of the community college system.
5. **Description of how these areas of focus relate to the Core Commitments in the Vision for Success.**

I sincerely believe that our newest and ongoing initiatives - Comprehensive College Redesign, Promise Scholars Program, and Dual Enrollment - meet these seven core commitments with vigorous and robust intention and a relentless focus on students at the center – with wrap around high-touch supports to ensure completion – and producing the inquiry and data to produce evidence of our progress. With these ongoing initiatives, we have seen thoughtful and intentional action to close our equity gaps and are seeing results. As such, I would like to focus this answer on how PCI relates closely to the final three core commitments – numbers 5, 6 and 7 – and, how this initiative also closely relates to Chancellor Oakley’s call to action, number 8.

1. **Focus relentlessly on students’ end goals.**
2. **Always design and decide with the student in mind.**
3. **Pair high expectations with high support.**
4. **Foster the use of data, inquiry, and evidence.**

5. **Take ownership of goals and performance.** Skyline College needs to make some strides in its transparency and inclusion in decision-making. This proposal intentionally addresses ways in which we can empower our campus constituents to be motivated to participate in shaping Skyline’s future. With this work, we will provide the direction and structure needed to ensure a long-term democratic approach to decision-making, and push us to act as a cohesive group in creating an open and transparent governance process, and an integrated planning cycle – to ensure decisions are based on the college values that move the master planning forward.

6. **Enable action and thoughtful innovation.** We are planning a thoughtful approach to motivate widespread participation and enthusiasm in shaping the future of Skyline College. While on my listening tour in the early days of my presidency, I got a great sense of hope for change for the better. I am so afraid that if we stay on the current trajectory, leaving climate unaddressed, we will see apathy seep into the faculty and classified ranks. We are on the precipice of change, with a hopeful momentum, and this initiative will help us right the ship to set us on a new track for long-standing and steadfast shared governance practice contributing to a healthy climate.

7. **Lead the work of partnering across systems.** With the PCI, we are partnering both from within and without. Within - our Student Equity and Support Programs Division and our Equity Institute will work together to bring our antiracism and equity scholarship to bear. Without – partnering with our District Council on Antiracism, and across the State, sharing our results and success, to serve as a model for climate improvement and antiracist practice.

8. **Chancellor Oakley’s Call to Action.** Our work cannot stand alone, and we must show our solidarity and thanks to the Chancellor Oakley’s sweeping vision in his “call to action” for campuses to address racism and improve campus climates. He has given all of us permission, if you will, to follow our desire to improve our campuses and become antiracist institutions. We hope to be a model institution, addressing climate and exemplifying at least one way to improve the workplace and environment for students —
so they feel a sense of belonging to a healthy institution, that has taken care of its employees and constituents, and enables faculty and staff to focus better on students and serve their needs.

6. **Indication of what would be the ideal time for the first visit.** We are keen on having our first visit this Fall, 2021.

7. **Signature of institution's CEO.**

Sincerely,

Dr. Melissa Moreno  
President  
Skyline College

cc: Diane Rausch
[EXTERNAL] Your IEPI PRT: Request for a more detailed treatment of your Areas of Focus

Matthew C. Lee <matthew@mcleeconsulting.com>
Mon 05/10/2021 11:19 AM
To: Moreno, Dr. Melissa <morenomelissa@smccd.edu>
Cc: Vargas, Ingrid <vargasi@smccd.edu>; Tentes, Theresa <tentes@smccd.edu>

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Melissa,

I have another request for you, which I mentioned in my initial email and in our phone conversation: To help your own folks and the Partnership Resource Team (PRT) prepare for the initial visit, please develop a treatment of your Areas of Focus that is somewhat more detailed than the Letter of Interest (LOI), but still concise (up to about two pages). This treatment might include, for example, the following elements for each Area of Focus:

- Pointed questions that you want the PRT to help you answer, with respect to the Area of Focus. This approach has been especially helpful to both client institutions and PRTs in past cycles.
- More details on each of the institution’s needs and challenges with respect to the Area of Focus
- Status of any recent efforts to address the Area of Focus

Please work with your local Academic Senate President in developing this treatment, and obtain her or his support on it before sending it in. We encourage you to involve other members of your institutional community, too, in the development of the treatment as appropriate.

In your cover email when you send the treatment, please share with me how the Senate President and any other key leaders participated in developing or reviewing the treatment. In addition, before the initial visit, please share the original LOI and final treatment document with those with whom the PRT will be meeting during that visit.

Below is an example of a treatment section adapted from a prior cycle of visits, to provide you with some guidance on the first approach listed above:

<table>
<thead>
<tr>
<th>Original Letter of Interest</th>
<th>More Detailed Treatment of Area of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of Focus</td>
<td></td>
</tr>
<tr>
<td>1. Strategic enrollment</td>
<td>We must determine what constitutes best</td>
</tr>
<tr>
<td>management:</td>
<td>practices in enrollment management systems.</td>
</tr>
<tr>
<td>A. Developing a strategic</td>
<td>- How do we establish a fully functional</td>
</tr>
<tr>
<td>enrollment management</td>
<td>- strategic enrollment management plan, and</td>
</tr>
<tr>
<td>plan.</td>
<td>- what are the components?</td>
</tr>
<tr>
<td>B. Developing enrollment</td>
<td>- How do we integrate things like marketing</td>
</tr>
<tr>
<td>management systems to</td>
<td>- and strategies for retention in an enrollment</td>
</tr>
<tr>
<td>monitor and assess</td>
<td>- management plan, in addition to targets,</td>
</tr>
<tr>
<td>the efficacy of</td>
<td>- and how we get to those targets?</td>
</tr>
<tr>
<td>enrollment planning</td>
<td>- To what degree do we also contemplate</td>
</tr>
<tr>
<td>and scheduling plans</td>
<td>- district-wide planning and enrollment</td>
</tr>
<tr>
<td>and outcomes.</td>
<td>- management?</td>
</tr>
<tr>
<td>C. Analyzing the most</td>
<td>- How should enrollment management relate</td>
</tr>
<tr>
<td>appropriate outreach</td>
<td>- to managing program discontinuance?</td>
</tr>
<tr>
<td>efforts and how best</td>
<td>- What are the best methods for outreach,</td>
</tr>
<tr>
<td>to coordinate those</td>
<td>- given the characteristics of our service</td>
</tr>
<tr>
<td>efforts.</td>
<td>- area? What is the best way to coordinate</td>
</tr>
<tr>
<td></td>
<td>- outreach by multiple departments?</td>
</tr>
</tbody>
</table>
Please email your treatment to me by August 20, 2021, and I will share it with the PRT at the applicable PRT Workshop.

Thank you once again for all your help in this important process!

Matthew

Matthew C. Lee, Ph.D.
Special Projects Consultant for Higher Education
Project Director, Institutional Effectiveness Partnership Initiative
V: 626-797-3372
F: 626-794-6344
[EXTERNAL] Institutional preparations for the initial PRT visit

Matthew C. Lee <matthew@mcleecounseling.com>

Mon 05/10/2021 12:11 PM

To: Vargas, Ingrid <vargasi@smccd.edu>; Tenenes, Theresa <tenentes@smccd.edu>
Cc: Moreno, Dr. Melissa <morenomelissa@smccd.edu>; Catherine Crossland (Catherine.Crossland@canyons.edu) <Catherine.Crossland@canyons.edu>

6 attachments (482 KB)
Menu of Options-Successes Template 190822.docx; Model I&E Plan Template 200k 190822.docx; Model Initial Visit Template 210419.docx; PRT Process Checklist for Leads 210421.docx; Typical PRT Process Outline 210421.docx; Zoom Suggestions to CIs 210508.docx;

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Ingrid and Theresa,

Hello! Thank you for being our Partnership Resource Team (PRT) point persons! Today I have quite a list of items to cover, so please excuse the length of this email.

**Date Options**
First, if your CEO has made any modifications to the list of date options originally identified for the first two PRT visits, please let me know immediately. Soon I will be sharing the list of date options for the first two visits with the prospective PRT members to identify the ones that work for all of them, and let you know; if none of them works for one visit or the other, then I will come back to you and your CEO for some additional options.

**Information Deadline**
*Please send me the rest of the information requested below by August 20, 2021,* so that I can process it and get it to your PRT before the PRT Workshops.

**Crucial Documents**
Second, as I mentioned to your CEO, I am assuming that there will be a few specific documents that the institution regards as crucial to the team's understanding of your Areas of Focus. Please email me the URL at which each can be accessed, or, if it is unavailable on your public website, a copy of each. If the crucial information is part of a longer document or website, **please identify specifically the applicable section(s).** If you have a few examples of what is already working well with respect to any of the Areas of Focus (e.g., information on a department or committee that has been successful in addressing the issues), please include them. Of course, if your CEO has already sent all this information (or is planning to) with the more detailed treatment of the Areas of Focus, then you need not duplicate that communication.

**Logistics**
Third, since your CEO has specified that both visits will be virtual using Zoom, I have attached a set of suggestions for hosting PRTs virtually, based on the visits we have had since the pandemic crisis began.

As we approach the third visit next Spring, which I hope will be in person, we will need to discuss the logistics and scheduling issues. For instance, I will ask you to let me know of a nearby hotel or two that you would recommend for team members the night before their visit. In addition, I’ll ask for transportation, parking, and other logistical information the team will need for the visit. (For example, they would very likely meet over dinner the evening before the visit, so if there is a relatively quiet restaurant in or near the hotel, I will ask you to let me know of it.) Finally, for an in-person visit, the team will likely need a meeting room with guest wireless connectivity, along with interview rooms as appropriate for any smaller meetings.

**Draft Schedule and Participants**
Fourth, based on the list of people and groups that your CEO is constructing, please draft and send to me a preliminary meeting/interview schedule (including the name and title or function of each person and his or her committee affiliations) for the initial visit, using the following parameters as a starting point:

- The first and last meetings of the day should be with your CEO if feasible, along with others the CEO might wish to include.
- One meeting should be specifically with the Academic Senate president and any others she or he might wish to include.
- Strive for representation of both functional groups (e.g., Enrollment Management Committee, Institutional Effectiveness Committee, Student Success Committee, College/District Council, and so on) and constituency-group leadership (e.g., Academic Senate, Classified Senate and/or Union, Management Team, Student Government) over the course of the day, as appropriate to your Areas of Focus.
- In multi-campus districts, we recommend including participants from both the district level and the college level in meetings on Areas of Focus that carry implications for both district and college functions.
- I have asked your CEO to designate one relatively small drafting group (or possibly two or even three such groups, depending on the complexity of the issues) that will begin drafting the institution’s Innovation and Effectiveness Plan during the second visit with the help of the PRT. It is best for as many members of that group as possible to participate in meetings during the initial visit as well, both to contribute their own observations and to listen to observations by others.
- Please start the day at 8:00 or 8:30, and end the meetings/interviews by 3:00 or 3:30. Depending on the number of meetings, the team can split up to accommodate all the needs (see below).
- The meeting length for an individual or small group, or on a relatively simple topic, would likely top out at 50 minutes. Bigger groups or more complex issues might require up to 110 minutes.
- To the extent feasible, please allow a 10-minute break between meetings.
- A midday lunch break of 45-60 minutes is needed. If the visit is in person, recommendations for both on-campus and off-campus dining options would be very helpful. If the PRT dines on campus, IEPI will be happy to reimburse the institution for the cost; just submit the invoice to Catherine Crossland (see below), listing the team members as participants in the meal.
- The team will need to meet on its own for an hour or so after the group meetings/interviews conclude, say from 3:00 to 4:00.
- The final meeting with your CEO (and others the CEO might wish to include) should take place afterward, say 4:00 to 4:30 or 5:00, for the oral Summary of Initial Visit. Some institutions have scheduled an open debrief for all the folks with whom the PRT visited during the day instead of or in addition to the CEO meeting; please check with your CEO on whether and how that approach should be considered at your institution.
- In some cases, the PRT might wish to conclude the day with a meeting on-site to finish the draft of their written Summary of Initial Visit. The PRT Lead will review the draft schedule, and get back to you with any suggested changes.

**Visit Evaluation Process**

Bob Pacheco, IEPI’s external evaluator for the PRT process, will be sending you and your CEO an evaluation survey email after every visit from the following address: iepl.prt.evaluation.team@gmail.com. Spam-catchers and other email security tools in many districts have become increasingly aggressive over the last few cycles, and it’s important for those tools not to waylay the evaluation emails or place them in a quarantine folder. So please ask your IT department to place this address on your District’s email safe list.

**More Information for You and Your CEO**

Finally, I have attached five other documents for review by you and your CEO:

- The most recently updated brief outline of the typical PRT process, including all three visits.
- Please share this document (which I have already sent to your CEO) with the individuals and
groups with whom the PRT will be meeting, so that they can understand the initial visit in the context of the whole process.

- The most recently updated checklist of the entire PRT process (which I also already sent to your CEO), containing each principal action step in which your CEO is involved, or you are involved. Please refer to this document and the Typical Process frequently as we move forward through the preparations and visits.
- The template that the PRT will use for the written Summary of Initial Visit. As you will see, this document summarizes what the PRT heard during the first 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 template that the PRT will use for the List of Primary Successes and Menu of Options (MOO), which you will receive about one week before your second visit. **We suggest that the I&EP drafting group (see above) schedule a meeting during that week to discuss the MOO prior to the second visit, to make the visit that much more productive.**
- The template for your own institutional Innovation and Effectiveness Plan (I&EP), which your drafting group will use to begin drafting the I&EP during the second visit.

As soon as I hear back from the team regarding the following items, I will let you know (or the PRT Lead might contact you directly about) the following:

- Among the date options, the ones that work best for the two visits (or, if necessary, a request for additional options)
- Additional people or groups with whom the team wishes to meet, if any
- Additional requests or preferences regarding the meeting schedule, to the extent that we have some flexibility
- Any additional documents that the team requests

I'm sure there will be much more later, but that's it for now! Please let me know if you have any questions about the process, or need any other information.

I'm copying our logistical expert, IEPI Program Specialist Catherine Crossland, to keep her in the loop and give each of you the other's contact information.

Thanks again!

Matthew

Matthew C. Lee, Ph.D.
Special Projects Consultant for Higher Education
Project Director, Institutional Effectiveness Partnership Initiative
V: 626-797-3372
F: 626-794-6344
**PRT Process Checklist for Client CEOs and Point Persons**  
*April 2021*

Action items are in rough chronological order, with specific timing triggers identified to the right. Unless otherwise noted, CEO (or designee, typically one of the point persons) takes actions listed. See the Typical Process document for more detail.

Note: Ordinarily all PRT visits are conducted in person at the client institution’s location, and a few steps listed below apply specifically to in-person visits (e.g., accommodations, parking). However, the rest of this document applies equally to in-person and virtual visits. For more information on conducting successful virtual visits, which are likely to be more common during the pandemic crisis, see “Suggestions to Client-Institution Point Persons for Arranging PRT Visits by Zoom.”

<table>
<thead>
<tr>
<th>√</th>
<th>Action</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Submit LOI, which identifies Areas of Focus (AoFs) for technical assistance</td>
<td>Rolling basis; cycle deadlines vary</td>
</tr>
<tr>
<td></td>
<td><strong>Prior to Visit 1</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schedule initial phone meeting with IEPI Project Director (Matthew C. Lee)</td>
<td>Upon email request from Matthew</td>
</tr>
<tr>
<td></td>
<td>Review documents sent with Matthew’s email</td>
<td>For phone meeting with Matthew</td>
</tr>
<tr>
<td></td>
<td>Identify 3+ date options for Visit 1; identify 3+ date options for Visit 2</td>
<td>For phone meeting with Matthew</td>
</tr>
<tr>
<td></td>
<td>Identify additional AoFs not included in LOI, if any</td>
<td>For phone meeting with Matthew</td>
</tr>
<tr>
<td></td>
<td>Designate a <strong>logistical</strong> Point Person and a <strong>substantive</strong> Point Person (PPs)</td>
<td>For phone meeting with Matthew</td>
</tr>
<tr>
<td></td>
<td>Initial phone meeting with Matthew</td>
<td>As scheduled</td>
</tr>
<tr>
<td></td>
<td>Share any concerns about potential PRT members with Matthew</td>
<td>After receiving list of PRT members</td>
</tr>
<tr>
<td></td>
<td>Review request for more detailed Treatment of AoFs</td>
<td>Upon receiving request email</td>
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<tr>
<td></td>
<td>PPs review information request email from Matthew and start gathering info</td>
<td>Upon receiving request email</td>
</tr>
<tr>
<td></td>
<td>Designate working group(s) to draft Innovation &amp; Effectiveness Plan (I&amp;EP) during Visit 2</td>
<td>Before preparing draft Visit 1 schedule</td>
</tr>
<tr>
<td></td>
<td>Develop list of Visit 1 participants (names, titles, committee affiliations) and draft schedule for the day and send both to Matthew</td>
<td>By requested deadline</td>
</tr>
<tr>
<td></td>
<td>PPs send PRT accommodations, parking, and other logistics info to Matthew</td>
<td>By requested deadline</td>
</tr>
<tr>
<td></td>
<td>PPs send crucial documents/links to Matthew</td>
<td>By requested deadline</td>
</tr>
<tr>
<td></td>
<td>Prepare 2-page Treatment of AoFs in consultation with Academic Senate President and send to Matthew</td>
<td>By requested deadline</td>
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<tr>
<td></td>
<td>PPs share LOI and final AoF Treatment with Visit 1 participants</td>
<td>Before Visit 1</td>
</tr>
<tr>
<td></td>
<td>CEO and/or PPs inform visit participants and wider college community about nature and purpose of PRT visits</td>
<td>Before Visit 1</td>
</tr>
<tr>
<td></td>
<td>Phone meeting with Lead to discuss Visit 1 purpose and expectations</td>
<td>Before Visit 1</td>
</tr>
<tr>
<td></td>
<td>PPs send additional information to PRT, if requested</td>
<td>Upon request</td>
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<tr>
<td></td>
<td><strong>During Visit 1</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PPs monitor visit logistics to ensure visit proceeds smoothly</td>
<td>During Visit 1</td>
</tr>
<tr>
<td></td>
<td>Meet with PRT or PRT Lead as scheduled</td>
<td>Beginning and end of Visit 1</td>
</tr>
<tr>
<td></td>
<td>CEO and PPs participate in other meetings as appropriate</td>
<td>As scheduled</td>
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<tr>
<td></td>
<td>Set Visit 2 date with PRT Lead (if not already set)</td>
<td>During the day/via email afterwards</td>
</tr>
<tr>
<td></td>
<td><strong>After Visit 1 / Before Visit 2</strong></td>
<td></td>
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<tr>
<td></td>
<td>CEO, PPs, and others significantly involved in visit respond to PRT process online evaluation</td>
<td>Within 1 week of Visit 1</td>
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<tr>
<td></td>
<td>PPs send invoice for cost of any PRT meals to IEPI Program Specialist</td>
<td>After Visit 1</td>
</tr>
<tr>
<td></td>
<td>Review and distribute SIV as appropriate</td>
<td>Upon receipt of SIV</td>
</tr>
<tr>
<td></td>
<td>Review MOO, suggest any tweaks to the Lead, and distribute the final MOO to I&amp;EP drafting group</td>
<td>Upon receipt of MOO</td>
</tr>
<tr>
<td></td>
<td>I&amp;EP drafting group members reflect on and discuss MOO to prepare for Visit 2</td>
<td>During week before Visit 2</td>
</tr>
<tr>
<td></td>
<td>PPs send draft schedule for visit and list of I&amp;EP drafting group members to Lead</td>
<td>Two weeks before Visit 2</td>
</tr>
<tr>
<td></td>
<td>Phone meeting with Lead to discuss Visit 2</td>
<td>Before Visit 2</td>
</tr>
<tr>
<td></td>
<td>Confirm structure and schedule of Visit 2 with Lead</td>
<td>Before Visit 2</td>
</tr>
<tr>
<td></td>
<td>PPs send additional information to PRT, if requested</td>
<td>Upon request</td>
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<tr>
<td></td>
<td>PPs check with Lead to finalize visit preparations as needed</td>
<td>Before Visit 2</td>
</tr>
</tbody>
</table>
## PRT Process Checklist for Client CEOs and Point Persons

**April 2021**

<table>
<thead>
<tr>
<th><strong>Action</strong></th>
<th><strong>Timing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>During Visit 2</strong></td>
<td></td>
</tr>
<tr>
<td>PPs monitor visit logistics to ensure visit proceeds smoothly</td>
<td>During Visit 2</td>
</tr>
<tr>
<td>Meet with PRT or PRT Lead as scheduled</td>
<td>Beginning and/or end of Visit 2</td>
</tr>
<tr>
<td>I&amp;EP drafting group meets with PRT to discuss MOO and begin drafting I&amp;EP</td>
<td>As scheduled</td>
</tr>
<tr>
<td>CEO and PPs participate in drafting group meeting if needed</td>
<td>As scheduled</td>
</tr>
<tr>
<td><strong>After Visit 2 / Before Visit 3</strong></td>
<td></td>
</tr>
<tr>
<td>CEO, PPs, and others significantly involved in visit respond to PRT process online evaluation</td>
<td>Within 1 week of Visit 2</td>
</tr>
<tr>
<td>PPs send invoice for cost of any PRT meals to IEPI Program Specialist</td>
<td>After Visit 2</td>
</tr>
<tr>
<td>Read the “Next Steps in the PRT Process” email from Matthew</td>
<td>Upon receipt of email</td>
</tr>
<tr>
<td>Ensure I&amp;EP drafting group completes the I&amp;EP draft</td>
<td>By requested deadline</td>
</tr>
<tr>
<td>Send I&amp;EP draft to Matthew and PRT Lead for feedback</td>
<td>About 1 week after Visit 2</td>
</tr>
<tr>
<td>Review and incorporate feedback into final I&amp;EP; Academic Senate President(s) sign(s) the I&amp;EP (signifying that collegial consultation with the Senate or its President has occurred); CEO signs it and emails it to Matthew and Lead</td>
<td>Within 1 week after receiving feedback</td>
</tr>
<tr>
<td>PPs send Matthew and PRT Lead three potential Visit 3 date options</td>
<td>Upon submitting final I&amp;EP</td>
</tr>
<tr>
<td>Begin implementing aspects of I&amp;EP that do not require Seed Grant funding</td>
<td>After submitting final I&amp;EP</td>
</tr>
<tr>
<td>Complete Seed Grant forms, sign, and mail to Santa Clarita CCD</td>
<td>1 week after receipt of forms</td>
</tr>
<tr>
<td>PPs scan and email a signed copy of the Seed Grant forms to Matthew</td>
<td>Upon mailing packet to Santa Clarita</td>
</tr>
<tr>
<td>Institution commences implementation of entire I&amp;EP</td>
<td>Upon receiving Grant check</td>
</tr>
<tr>
<td>Initiate preparation of implementation status report upon receipt of email request</td>
<td>4 weeks before Visit 3</td>
</tr>
<tr>
<td>Invite 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</td>
<td>Before Visit 3</td>
</tr>
<tr>
<td>PPs send draft schedule for visit and list of participants to Lead</td>
<td>One week before Visit 3</td>
</tr>
<tr>
<td>Phone meeting with Lead to discuss Visit 3; agree on final agenda and list of participants; send final agenda and list to Matthew and Lead; request end-of-visit meeting with PRT if desired</td>
<td>Before Visit 3</td>
</tr>
<tr>
<td>PPs send implementation status report on I&amp;EP implementation to Matthew</td>
<td>2 weeks before Visit 3</td>
</tr>
<tr>
<td>PPs check with Lead to finalize visit preparations as needed</td>
<td>Before Visit 3</td>
</tr>
<tr>
<td><strong>During Visit 3</strong></td>
<td></td>
</tr>
<tr>
<td>PPs monitor visit logistics to ensure visit proceeds smoothly</td>
<td>During Visit 3</td>
</tr>
<tr>
<td>Meet with PRT or PRT Lead</td>
<td>Beginning of Visit 3</td>
</tr>
<tr>
<td>Institutional personnel meet with PRT to discuss progress, request advice on I&amp;EP implementation and sustaining progress, discuss whether additional visit(s) would be helpful to the institution, and (unless further visits are requested) come to closure on the visits component of the PRT process</td>
<td>During Visit 3</td>
</tr>
<tr>
<td>If desired, meet with PRT or PRT Lead</td>
<td>End of Visit 3</td>
</tr>
<tr>
<td><strong>After Visit 3</strong></td>
<td></td>
</tr>
<tr>
<td>CEO, PPs, and others significantly involved in visit respond to PRT process online evaluation</td>
<td>Within 1 week of Visit 3</td>
</tr>
<tr>
<td>PPs send invoice for cost of any PRT meals to IEPI Program Specialist</td>
<td>After Visit 3</td>
</tr>
<tr>
<td>Review PRT Process Summary Report</td>
<td>Upon receipt of report</td>
</tr>
<tr>
<td>Provide information on institutional improvements related to PRT process</td>
<td>Upon request from Matthew</td>
</tr>
<tr>
<td>Participate in initial evaluation of longer-term effects of PRT process</td>
<td>10-12 months after Visit 3</td>
</tr>
<tr>
<td>Participate in later evaluations of longer-term effects of PRT process</td>
<td>Annually thereafter</td>
</tr>
</tbody>
</table>

**IEPI Contacts**
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