

CHANCELLOR'S OFFICE  
CALIFORNIA COMMUNITY COLLEGES  
TECHNOLOGY, RESEARCH, AND INFORMATION SYSTEMS DIVISION

**PART ONE OF A TWO-PART  
REQUEST FOR APPLICATIONS (RFA # 14-0047)**

**SOLICITATION OF INTEREST**

**for the management of the  
California Community Colleges  
Institutional Effectiveness and Technical Assistance Program**



**\*PART ONE: SOLICITATION OF INTEREST**

The purpose is to determine which districts are interested in participating in a competitive applications process (i.e., RFA) for a four years and 7 month grant award for the Institutional Effectiveness and Technical Assistance Program Due by 5:00pm, September 5, 2014.

**PART TWO: ACTUAL RFA PROCESS**

The Chancellor's Office will conduct a standard competitive process for the award of the above-noted grant. The participants in this process will be limited to the community college districts, which respond in the requested manner to Part One.

## **Grant Duration**

The grant, which will be awarded upon completion of the Request for Applications (RFA) process, is for a period of 7 months, effective December 1, 2014 and until June 30, 2015 with the option of renewal for up to four years seven months for a total of 55 months. After the initial 7 month period, subsequent annual renewals will follow the fiscal year beginning July 1 and ending June 30.

## **Background**

The Student Success Task Force launched a new era for the California community colleges in which a much greater focus is being placed on student success and completion, institutional effectiveness, and measuring results. Over the past two years, the Board of Governors (BOG) and the California Community Colleges Chancellor's Office (CCCCO) have implemented numerous state-level policies to support improved student success. Key accomplishments include: 1) requiring students to declare a program of study; 2) establishing system-wide enrollment priorities; 3) refocusing student support services under the Student Success and Support Program; and 4) implementing the Student Success Scorecard. With the support of the Governor and Legislature, additional resources have been invested, allowing colleges to improve and expand orientation, counseling, educational planning, and other activities shown to help students succeed in greater numbers and close achievement gaps. State investments are also supporting the creation and implementation of improved assessment instruments as well as technological tools to facilitate education planning. These significant steps, all part of the Student Success Task Force agenda, represent a transformation of the California community colleges to better focus on helping our students identify and achieve their educational goals.

### Expanded Technical Assistance to Support Student Success

- As the California Community College System moves forward with full implementation of the Student Success Initiative, there is a tremendous need to support the dissemination and implementation of effective practices across the system. Our colleges face a broad variety of local circumstances, challenges, and opportunities. In addition, across the state, the colleges reflect a broad range of institutional capacity, some are well along their way to implementation of effective practices, and some are struggling to progress. Building a robust technical assistance infrastructure to disseminate effective practices, promote college-level student success reforms, and assist struggling colleges will spur further improvement in student outcomes including graduation and transfer rates.
- Technical assistance will be designed to meet the specific needs of districts or colleges, but will include activities such as: analysis of student learning outcomes and other performance indicators; site visits by experienced practitioners resulting in findings and recommendations intended to improve local practice; consultation and planning assistance; and professional development. As part of the technical assistance process, districts and colleges will be required to complete and submit self-studies and/or improvement plans.
- Assistance will be available to all colleges, but colleges demonstrating poor performance will be targeted for more intensive assistance. Technical assistance will always be coordinated through the district, even if the eventual focus of the assistance was at a college campus. Districts and colleges with a history of underperformance will be subject to more intensive assistance and intervention. The BOG will establish policies and guidelines for such intervention.

### **Chancellor's Office Functions**

Under the proposal, the Chancellor's Office will perform the key functions, listed below:

- Develop policies and procedures for expanded technical assistance
- Support BOG in providing appropriate leadership and oversight
- Monitor college/district performance (e.g., Scorecards, ACCJC reports, independent audits, site reviews)
- Identify struggling colleges, assign review teams, arrange technical assistance
- Intervene in struggling colleges in accordance with BOG policies
- Broadly integrate expanded technical assistance process into CCCCCO functions

### **Institutional Effectiveness Division**

The newly created Institutional Effectiveness Division will have a Vice Chancellor of Institutional Effectiveness and will serve as the central hub for expanded technical assistance operations.

Administrator: Will serve as project leader. Other CCCCCO Divisions will route concerns related to specific colleges, referrals, requests for assistance, and other relevant information through this individual. Will provide oversight and leadership for the institutional effectiveness and technical assistance expansion initiative, with focus on core project infrastructure related to data analysis, accountability, and logistics.

The Institutional Effectiveness Division will monitor and coordinate grant activities with the grantee district.

### **Grant Overview**

This grant, which will be for a period of up to four years and 7 months, will be awarded to satisfy the fiscal and program requirements of the California Community College Institutional Effectiveness and Technical Assistance Program. The award recipient will be responsible solely for handling the creation, needs and expansion of the program, which is currently not operational. The grantee will also be required to ensure program continuity with minimal overhead.

### **Scope and Responsibilities**

- The grantee will work closely with the Chancellor's Office, designated advisory committees and colleges to perform the activities required to develop and manage a comprehensive technical assistance program to enhance institutional effectiveness and further student success.
- Support the Chancellor's Office in its work to:
  - Develop policies and procedures for expanded technical assistance
  - Support BOG in providing appropriate leadership and oversight
  - Monitor college/district performance (e.g., Scorecards, ACCJC reports, independent audits, site reviews)
  - Identify struggling colleges, assign review teams, arrange technical assistance
  - Intervene in struggling colleges in accordance with BOG policies
  - Broadly integrate expanded technical assistance process into CCCCCO functions

- **Technical Assistance Infrastructure**

- Build a robust technical assistance infrastructure to disseminate effective practices, promote college-level student success reforms, and assist struggling colleges.
- Enable all colleges to locate and access information related to institutional effectiveness opportunities and technical assistance.
- Develop and maintain a support structure to address questions related to engagement, findings, recommendations and other topics in a timely manner.
- Establish and maintain effective marketing and outreach practices.

- **Content Experts**

- Identify experts in the areas of:
  - College/Institutional fiscal health
  - Accreditation
  - Student performance
  - Regulatory compliance
- Develop and maintain personnel descriptions/required skill sets and experience, statements of work, contracts and other personnel related documents for content experts.
- Content experts will be recruited and hired as contractors for the project based upon need.

- **Site Visits and Local Assistance Classification**

- When colleges are Identified as needing technical assistance by the Chancellor's Office, the grantee will conduct the following activities:
  - Assemble a site visit team consisting of experts in the areas of fiscal health, accreditation, student performance and regulatory compliance.
  - Manage all logistical and fiscal details related to the site visit, such as travel, and scheduling meetings with appropriate district/college personnel.
  - Conduct interview and discovery sessions with the district/college.
  - Oversee the completion and of the reports and recommendations created by the site visit teams.

- **Professional Development and Training Services**

- The grantee will work with the Chancellor's Office to identify and provide training and professional development for college personnel to address existing and/or future professional development needs. The goal is to help colleges maintain and/or improve institutional health and effectiveness.
- Existing professional development opportunities and organizations will be leveraged where possible.

- **Program Evaluation**

- The grantee will ensure the Technical Assistance Program is effective by developing a process for program evaluation, tracking and improvement.

**Funding**

This grant will receive up to \$2.5 million annually with annual renewals for the subsequent grant years.

**Additional Information**

Solicitation of Interest Release: August 4, 2014

Response to Solicitation of Interest Due: September 5, 2014

RFA Release: September 8, 2014

RFA Response Due: October 23, 2014

**Certification of Intent to Participate**  
**in a Competitive Application Process for management of the**  
**California Community Colleges**  
**Institutional Effectiveness and Technical Assistance Program**

I hereby certify that the \_\_\_\_\_ Community College District in support of \_\_\_\_\_ College as the proposed program host, intends to be an applicant in the competitive application process (i.e., Request for Applications, "RFA") to select a program host for California Community College Institutional Effectiveness and Technical Assistance Program. Program host responsibilities begin December 1, 2014. The program will be eligible for annual renewals up to 4 years and 7 months (55 months). After the initial 7 month period, subsequent annual renewals will follow the fiscal year beginning July 1 and ending June 30.

Information relevant to program host responsibilities is detailed on the preceding page.

I understand that the RFA will be limited to the districts/colleges that certify this form with the required signatures and return it to the Chancellor's Office in a timely manner. I also understand that if only one district/college submits this certification, that entity will still be subject to the same evaluation as would be used in the standard RFA for multiple applicants.

The following District and College staff members must sign this form:

\_\_\_\_\_  
District/College Chief Executive Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
District/College Chief Business Officer

\_\_\_\_\_  
Date

Return this form to:

Gary Bird  
Technology, Research and Information Systems Division  
CCC Chancellor's Office  
1102 Q Street Suite 4554  
Sacramento, CA 95811  
FAX 916-327-5889

**This form must be received by the Chancellor's Office no later than Friday, September 5, 2014.**