



California Community Colleges



Reimagine Apply March Task Force Wrap-up PPT

Mar 13th

Executive Summary

Reimagine Apply Task Force met virtually on March 13 to discuss and align on the governance for the target state student application.

The session began by reminding attendees about the purpose of the Task Force and a recap of what was discussed last session. We then reviewed the revised vision statement and got additional input to improve its communicability. The primary focus of the day was governance for the new application system. A proposed structure was introduced and four areas of improvement for CCCApply were explored: 1) Roles & Responsibilities, 2) Performance and Compliance Management, 3) Application Change Management, and 4) Communications. During each topic, the group's understanding was queried, and feedback was gathered for how to improve it.

The day ended by reviewing the benefits of implementing governance and identifying next steps to socialize the target state to Task Force's constituent organizations.



Executive Summary

Key Takeaways:

- 1) **Governance is necessary** to maintain the newly imagined target state student application, ensuring it remains a student-centered, simplified application that has streamlined processes for stakeholders.
- 2) Universally-known and clearly defined roles and responsibilities would **improve accountability and decision making** for managing the application.
- 3) Performance and compliance management will **drive continuous improvement, strategic alignment**, operational efficiency, enhanced responsibility, and greater compliance.
- 4) We cannot control the legislature, but we can **provide coordinated efforts** to better manage application changes.
- 5) There is a **shared responsibility to improve communications**, as senders can communicate more clearly and concisely, while receivers can set aside time to focus on information sent and take action when requested.



Session Attendees

Name	Stakeholder Group	Role	College/Organization
John Hetts, Chair	Chancellor's Office	Task Force Co-Chair / Executive Vice Chancellor for the Office of Innovation, Data, Evidence and Analytics Office	Chancellor's Office
Michelle Smith	Chancellor's Office	Visiting Assistant Vice Chancellor	Chancellor's Office
Becky McCall	CISO	Associate Vice President of Information Services & Technology	Shasta College
Lynn Neault	Chief Executive Officers	Grossmont-Cuyamaca Community College District Chancellor	Grossmont-Cuyamaca Community College District
Devin Crosby	Chief Information System Officers	Chief Technology Officer at Yuba Community College District	Yuba College
Elaine Kuo	Institutional Researchers	Supervisor, Institutional Research Planning College Researcher	Foothill College
Erik Cooper	Institutional Researchers	Strategic Advisor, California Community Colleges Chancellor's Office (CCCCO)	Chancellor's Office
Patrick Walton	Chief Student Services Officers	Vice President of Student Services	College of the Siskiyous
LaTonya Parker	Academic Senate	Professor, Counseling Services	Moreno Valley College
Josh Morgan	Public Information Officer	PIO, Director Of Marketing & Community Relations	Sierra College
Laurie Honda	Student Centered Design Lab	Director of User Experience, Student Centered Design Lab	Foundation for California Community Colleges
Annie Koruga	Student Senate	Region IV Legislative Affairs Director	Ohlone College
Michael Odu	Chief Instructional Officer	Vice President of Instruction	San Diego Miramar College
Jane Linder	Tech Center	Director of User Experience, Student Centered Design Lab	Tech Center
Jennifer Coleman	Tech Center	Dean, Workforce & Economic Development Division	Tech Center

Agenda

Time	Activity
1:00 PM	Welcome & Recap
	Vision Statement
	Governance: Structure
2:30 PM	BREAK
	Governance: Performance & Compliance Management
	Governance: Change Requests
	Governance: Communications
3:50 PM	Next Steps & Wrap-Up
4:00 PM	END

Revised Vision Statement



Past Iterations

First: “The CCCApply Transformation is a reimagining of the student admission process that creates a welcoming 'front door' to all.”

Second: “The CCCApply Transformation is creating a student-centric process to help more Californians realize their potential through higher education and career advancement by removing unnecessary barriers and making it as seamless as possible to succeed in college.”



March 13th Task Force: Vision Statement Feedback

- Be careful using the word "Californians" as we have lots of non-CA students.
- "Removing unnecessary barriers" – this reads as a catch-all phrase, but we know that many more barriers exist outside the application. We should clarify that this is for the application.
- "Lots of words", "Jargon-y"
- "Overall, we don't feel like this is going to be a 'hard sell' for our constituents."
- "We want to make sure that what we're sending out is clear and understandable."

From the discussion, input was synthesized for the statement below to be refined by our Task Force members Annie Koruga, Michelle Smith, and Laurie Honda:

“The reimagination of CCCApply aims to make the application process quick and easy to ensure accessibility and equity in higher education, ultimately opening doors to career advancement and a brighter future for all students.”

Governance Overview and Areas of Improvement

Discussion Points:

- Received alignment regarding the opportunities and areas for improvement:
 - Roles and Responsibilities
 - Performance & Compliance Management
 - Application Change Management
 - Communication
- Effective communication between sender and receiver is key as information about legislative changes that impact the application or internal changes to the application will happen

Governance 101

Governance is like the rulebook for how an organization operates. It details:



Roles & Responsibilities:
Who does what



Decision-making:
Choosing what to do



Processes:
How things get done



Rules:
What you can and can't do

Let's take a personal life example and explore its governance: hosting a dinner party at my house

Host: responsible for organizing the event, providing venue, and preparing the meal	Host: decides menu theme and who is invited	Host: does meal preparation, home set-up, clean-up	Host: Provide safe, inclusive environment
Guests: RSVP and bringing potluck dish	Guests: determine appropriate potluck dish	Guests: Timely RSVP, brings dish, may help clean-up	Guests: expected to arrive at the set time, be respectful, and have fun

Governance Objectives



Strategic Alignment

Align organizational activities with its mission, vision, and strategic priorities for individuals within the organization, helping to promote transparency and ensuring that decisions and actions are in line with the overall direction of the organization



Accountability & Responsibility

Establish clear roles, responsibilities, and accountabilities for individuals within the organization, helping to promote transparency and ensuring that individuals are held responsible for their actions



Clarity of Decisions

Develop indisputable decision-making rights to ensure clarity and stickiness of decisions while also reducing time and cost associated with decision-making



Checks & Balances

Ensure different opinions are appropriately weighed, reducing perceived or actual bias and promoting a fair decision-making process



Speed to Insights

Enable leaders and key stakeholders to gain insights and make decisions more quickly through improved data management



Reduce Compliance Risk

Build policies, processes, and procedures to ensure data is adequately protected and in full accordance with relevant regulations and industry standards

Opportunities & Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management:

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.



Communication:

We need to improve the shared responsibility for both senders and receivers. Senders can communicate more clearly and in a timely manner, while receivers can improve their engagement and application of pertinent information.

*A lot of uncertainty with management/decision-making; hard to make serious progress on CCCApply with insufficient transparency of roles and responsibilities.**

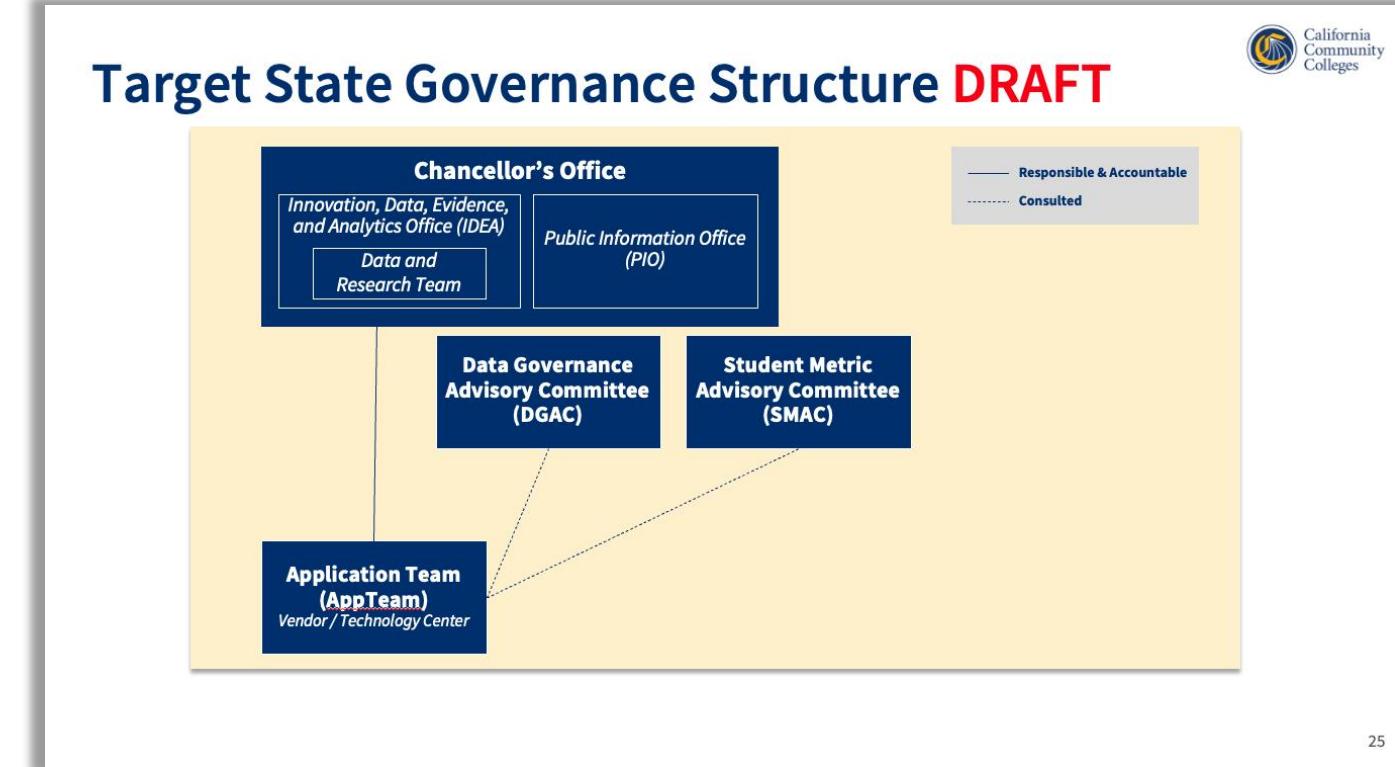
*There are significant gaps in communicating to the field and the understanding from local colleges.**

*Summarized responses from stakeholder interviews

Roles & Responsibilities

Discussion Points:

- Received positive feedback about the Target State Governance structure and consensus that this will be helpful
- Acknowledged that often, legislative mandates come through and there isn't always enough information for a successful implementation, and this governance structure can help
- It will be key to be mindful of our ability to receive the new data; there is a desire to support this structure with a timeline to ensure sufficient time to receive new data
- DGAC and SMAC will both provide unique guidance to the Application Team about data; should there be misalignment, the Chancellor's Office will resolve



Performance and Compliance Management

Discussion Points:

- Excited about the metrics discussed
- Would like to see metrics on how fraud is being blocked and detected
- Would like to see metrics on student application completion behaviors by group populations and personas
- Acknowledged the importance of being strategic about demographic question placement to assess equitable throughput
- Important to track when and where students drop off or are stuck, and the CRM can potentially help with this
- Would be helpful to understand the type of device used to complete the application

What is Performance & Compliance Management



Metrics that are the first indicator to help **identify areas of improvement** for the application

Metrics that help in monitoring the application's **operational health**

A process that helps to **establish the progress** that are based on measurable outcomes

Measuring metrics help in **identifying improvement initiatives** and track the performance



Benefits of Performance & Compliance Management

Performance Evaluation: Key Performance Indicators (KPIs) quantify performance across key dimensions to ensure agreed-upon services meet expected quality levels	Strategic Alignment: KPIs help align daily activities with strategic goals, ensuring everyone involved is working towards the same objectives	Decision-Making Support: KPI data serves as a valuable decision-making tool, providing insights and evidence for informed and data-driven decision-making	Early Issue Detection: Monitoring KPIs enables early detection of potential issues allowing for proactive problem-solving before they escalate	Identifying Areas for Improvement: Tracking KPIs pinpoint areas of weakness, underperformance, or non-compliance allowing for targeted improvements
Resource Allocation: KPIs provide a basis for identifying areas that require additional resources	Performance Benchmarking: KPIs serve as a basis for benchmarking against industry standards to develop an understanding of relative performance and areas for improvement	Operational Efficiency: KPIs highlight inefficiencies in processes, allowing for streamlining of operations and improvement of overall efficiency, including service management	Enhanced Accountability: KPIs promote accountability at various levels, ensuring that individuals and teams are responsible for their contributions to overall objectives	Continuous Improvement: Regularly monitoring KPIs promotes a culture of continuous improvement, and a focus on optimizing processes, services, and overall performance over time

42

Discussion: Proposed Metrics

Application Performance:

- **User engagement metrics:** Measures of user interaction and involvement with the application
- **Conversion rates:** The percentage of users who take a desired action (e.g., submitting a form, completing a transaction)
- **User feedback and ratings:** Direct feedback from users regarding their experience with the application
- **Accessibility compliance metrics:** Measurement of how well the application conforms to accessibility standards
- **Drop off rates:** percentage of users who abandon or discontinue application

💡 Any additions or changes?



Target State Performance & Compliance Management Process



55

Change Request



Discussion Points:

Implementation Time:

- Incorporating time for vendors like PeopleSoft and Ellucian to implement updates is crucial for integrating other components of the MIS
- Changes can only be made within a few months
- Establishing a timeline before rollout is essential
- Can be flexible with some change submissions, but priority is maintaining the process before Oct 1

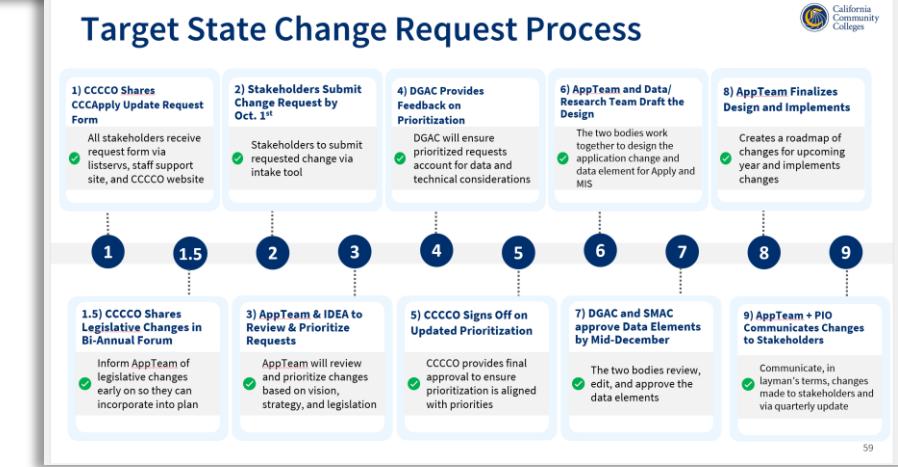
Leadership and Implementation Strategy:

- Responsibility of state-level leaders to inform and guide the group through this process
- Do our best to ensure there is sufficient time for changes
- Changes requests need to be integrated into overall work strategy
- Some implementations require the expansion of IT departments, which would need additional funding

Change Request Roles & Responsibilities



Target State Change Request Process



Improving Communications

What strategies and tools can senders implement to communicate more effectively?

Senders can be **concise**, use the **Subject Line more effectively**, **make it clear when action is needed**, and **write in accessible language**.

- *Include the "why"*
- *Use the subject line and include the action if needed*
- *Use multiple channels including text for high priority messages*
- *Use common language*
- *Link related messages*
- *Keep it short and straight to the point*
- *Consistent communication schedule (certain day/time of the week)*
- *Have a source of truth where the user can access on their own*
- *Clear indication of the sender and alignment with sender email so receivers can be confident it's not phishing*
- *Ability to opt-in to categories of information/notifications*
- *Encourage follow-up*
- *Don't just forward email but personalize why you're sending.*

What are some of the ways receivers can improve their engagement with important information?

Receivers can **designate the time to read sender content**, **respond or act in a timely manner**, and **be thoughtful about communication cadence** to improve their engagement with important information.

- *Designate time to focus on content, not just skim*
- *Read it and respond (if needed) in a timely manner*
- *Ensure who is the intended audience and what action they may need to take*
- *Follow a calendar of important dates*
- *Abide by communication cadence, so I know when / where to look for things can schedule/plan for it*

Reimagine Apply Task Force Mtg Feedback

“Appreciate the openness and seems like a great plan”

“I like the creation of the Data Governance Advisory Committee. The varying roles are extremely helpful”

“Using Mentimeter is a strong way to gather quick feedback”

“Appreciate the discussion and especially the thinking around better engagement with legislature. That will, in itself, lead to improved comms”

“Open conversation re: improvements to be made on vision statement, including acknowledgement of the work that has been done”



California Community Colleges

Thank you!

Contact Info:

[Reimagine Apply Website](#)

ReimagineApply@Accenture.com

www.cccco.edu

Your Facilitators & Support Team



Erica Harrold
Delivery Lead



Garrick Yau
Delivery Lead



Nicole Martinez Whang
Functional Lead



Ariela Hekmat
Consultant



Gia Ariola
Senior Analyst



Nicole Allport
Consultant

Reimagine Apply Working Sessions + Task Force

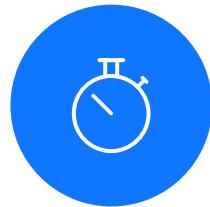
Working initially with stakeholders directly impacted by potential data usage changes in restructuring questions in CCCApply. Task Force participants will be selected by their state organization to join the Task Force in February 2024. The Task Force will give input on the Target State, new application governance and High-level Roadmap for implementation of a new application system.

WORKING SESSIONS		TASK FORCE		
	In-Person	Wednesday Feb 14 th Target State Vision		
	Oct / Nov / Dec “Core” Questions Target Concepts	Jan Target State Alignment	Wednesday Mar 13 th Application Governance	Wednesday April 10 th Target State Refinement
	2024			Wednesday May 15 th Roadmap

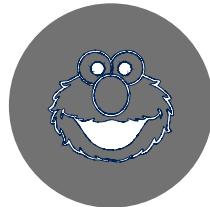
Open Invitation (statewide):
A&R, Financial Aid, CSCO, CIO,
IR, Student Senate

TASK FORCE Members: Academic
Senate, Student Senate, A&R, Financial
Aid, CEO, CIO, CISO, CSCO, IR, PIO, CCCCO

Agreements



Timeboxed



G E L M O
“Good Enough
Let’s Move On”



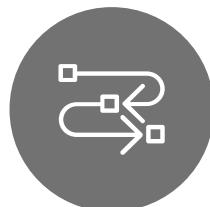
**Assume
Positive
Intent**



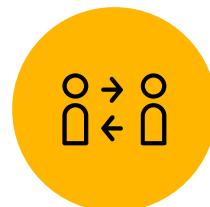
**Be present and
inclusive** (everyone
is heard)



Parking Lot



Trust the process



Give Grace



**Be curious and
open to new
ways of thinking**

“Fist To Five”



- I'm lost
- I don't agree
- I don't want to do this
- I don't want to communicate this to my team



- I feel okay
- I'm 50% in agreement
- I'm mostly following but have some questions
- I need help to communicate this to my team



- I'm unsure
- I slightly agree
- I'm not sure we can do this
- I couldn't communicate this to my team



- I feel great
- I'm in 100% agreement
- This is the right work
- I can confidently communicate these concepts to my team

Chancellor's Office Vision 2030

The vision aims to advance student success, access, support and socio-economic mobility with equity

2030 Goals

01

Equity in Success

Ensure the academic and career success of all Californians who are current and prospective California community college students



What can we do together?

Design the application to help guide a student to uncover and pursue their academic and career goals

02

Equity in Access

Increase the number of students attending a California community college, with particular emphasis on the number of underserved Californians



Simplify CCCApply to help more students matriculate

03

Equity in Support

Partner with other systems, agencies, institutions and community-based organizations to provide students the academic, financial and social supports necessary to thrive



Build an integrated platform to ensure colleges can best identify and follow-up with needed support

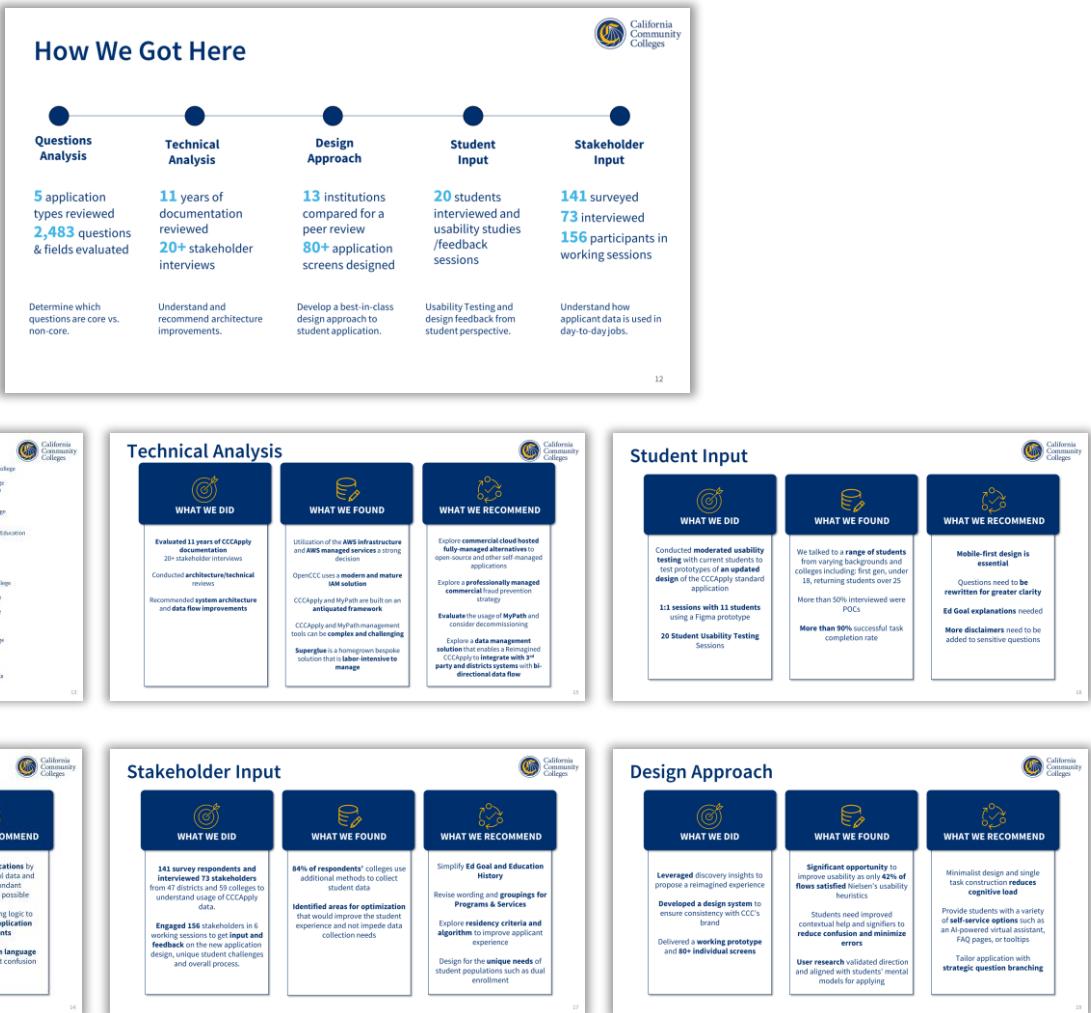
We are here to co-create the Student Application with you so that we can:

- improve the user experience
- make the application process easier for students
- improve data accuracy
- better support equitable access
- protect against and mitigate fraud

How We Got Here

Discussion Points:

- Excited about shifting towards a student-centered application that asks for and collects data intentionally
- Received positive feedback on past Technical Analysis outputs and Working Session outcomes
- Acknowledged the need to tackle fraud issues even with different colleges' varying IT maturity levels
- There is a desire to minimize duplication and avoid creating new systems
- Some schools want fully integrated applications, but others are worried that access to these will be a challenge due to the limited implementation capabilities
- Students will have an unequal experience based on where they live due to unequal distribution of resources, necessitating a change to ensure equal experiences across all CCC

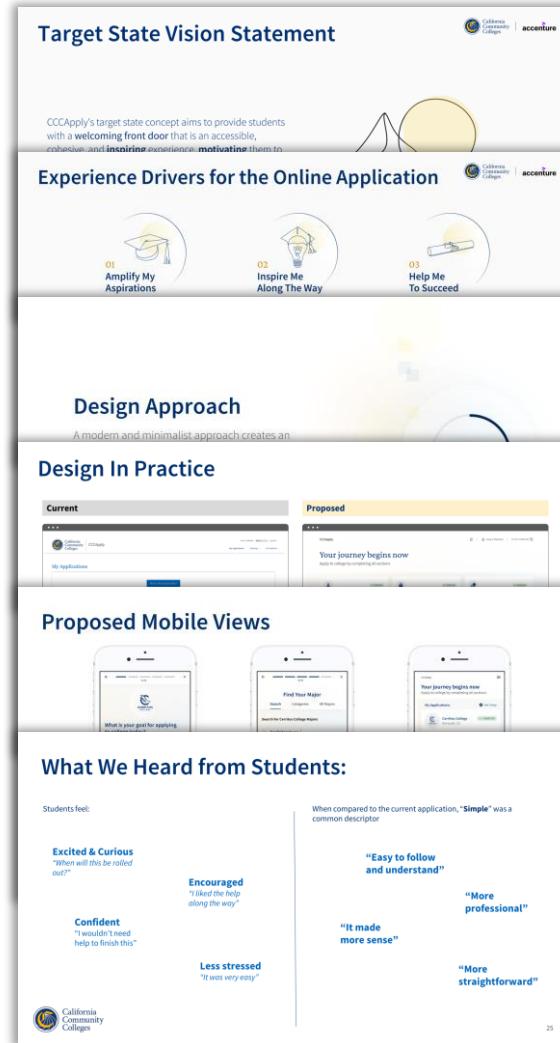


California
Community
Colleges

Target State Design & Student Experience

Discussion Points:

- Collecting student drop-off data is a requirement, not a wish
- Need demographics data; however, is a sensitive subject because of how people identify is different in different geographies
- In the progress tracking, it would be helpful to add which questions are required
- The key tension is finding the balance between simplifying the application and collecting necessary data, ensuring we are not creating unnecessary entry barriers
- Moving the data collection to before enrollment may not be very helpful, as students take the time to fill out the application, whereas during enrollment the completion rate is lower



The document is titled "Target State Vision Statement" and is a presentation slide. It features a "Design Approach" section with a modern and minimalist approach, a "Design In Practice" section comparing current and proposed mobile application interfaces, and a "Proposed Mobile Views" section showing three mobile phone screens with the CCCApply logo. The "What We Heard from Students" section contains student quotes and common descriptors. The slide is dated 25.

Target State Vision Statement

CCCApply's target state concept aims to provide students with a welcoming front door that is an accessible, cohesive, and inspiring experience, motivating them to...

Experience Drivers for the Online Application

01 Amplify My Aspirations 02 Inspire Me Along The Way 03 Help Me To Succeed

Design Approach

A modern and minimalist approach creates an...

Design In Practice

Proposed Mobile Views

What We Heard from Students:

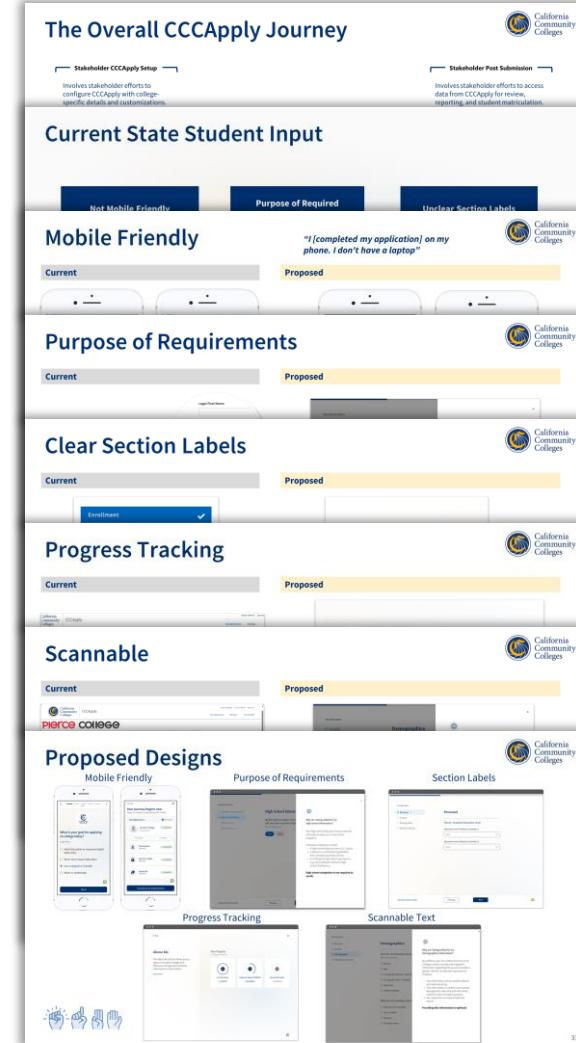
Students feel:

- Excited & Curious** "When will this be rolled out?"
- Encouraged** "I liked the help along the way"
- Confident** "I wouldn't need help to finish this"
- Less stressed** "It was very easy"

When compared to the current application, "Simple" was a common descriptor

- "Easy to follow and understand"
- "It made more sense"
- "More professional"
- "More straightforward"

25



The document is titled "The Overall CCCApply Journey" and is a presentation slide. It shows the "Overall CCCApply Journey" with four main phases: Stakeholder CCCApply Setup, Stakeholder Post Submission, Current State Student Input, and Proposed Design. The "Current State Student Input" section includes a "Mobile Friendly" comparison, a "Purpose of Requirements" comparison, a "Clear Section Labels" comparison, and a "Progress Tracking" comparison. The "Proposed Designs" section shows three mobile phone screens with the CCCApply logo. The slide is dated 33.

The Overall CCCApply Journey

Stakeholder CCCApply Setup

Involves stakeholder efforts to configure CCCApply with college-specific details and configurations.

Stakeholder Post Submission

Involves stakeholder efforts to access data from CCCApply for review, reporting, and student matriculation.

Current State Student Input

Mobile Friendly

Purpose of Requirements

Clear Section Labels

Progress Tracking

Scannable

Proposed Designs

Mobile Friendly Purpose of Requirements Section Labels

33

Value Streams

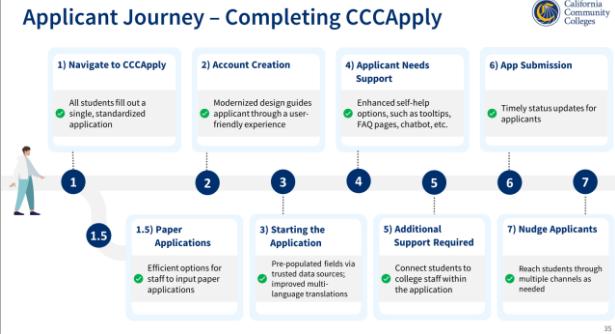
Discussion Points:

Stakeholder Journey – CCCApply Setup

- Mapping will have to be done in the SIS to ensure differences between the SIS and CCCApply are reconciled
- Configurability is needed for the colleges and the programs that they offer
- It is important to not always look to the UCs or CSUs for guidance as they don't have to serve the whole population like CCC does

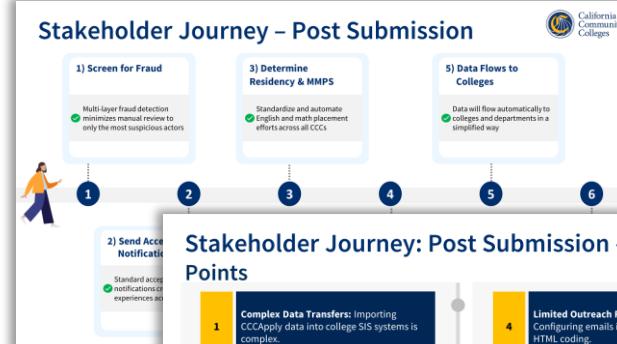
Stakeholder Journey – Post Submission

- A core tension with making ID.Me mandatory, which may deter many applicants
- Tools that detect fraud do not properly represent minorities (e.g., undocumented students)
- We are spending inordinate resources on fraud that could have been spent on real students and their classes



Stakeholder Journey: CCCApply Setup – Friction Points

1	Manual Data Entry: College staff are required to manually enter this data into CCCApply, increasing the risk of human error.
2	Complex Outreach Set Up: The workflow for setting up custom messages is not user-friendly.
3	Supplemental Questions: Additional questions makes the application experience longer for applicants and in some cases are redundant to CCCApply questions.
4	Difficult to Update Questions: Cumbersome to maintain and update with XML code.



Stakeholder Journey: Post Submission – Friction Points

1	Complex Data Transfers: Importing CCCApply data into college SIS systems is complex.
2	Inaccurate Residency Determinations: Initial residency determinations in CCCApply have limited accuracy.
3	Inconsistent Tooling for Placement: The MMPS tool for math and English placement is adopted by only 56 colleges, leading to inconsistent and manual placement efforts.
4	Limited Outreach Functionality: Configuring emails is difficult and involves HTML coding.
5	Manual Fraud Screening: Fraud screening requires intensive manual review.



California
Community
Colleges

Have these materials been useful to socialize with your community?

What more might you need?

Vision Statement Refinement

Vision

We co-created the following vision statement to be refined by our gracious members
Josh Morgan and Michael Odu to incorporate the Task Force's feedback:

“The CCCApply Transformation is a reimaging of the student admission process that creates a welcoming 'front door' to all”



Vision Statement Feedback

- “*CCCApplied is not the admissions process, it's just a tool. Maybe add the words ‘application process’ after where ‘CCCApplied’ is now?*”
- “*CCCApplied is a bigger journey than just the front door. The old CCCApply was a front door, and I feel like this is more*”
- The “front door” feels wrong. We want to focus more on the notion of inclusion and community after a student walks through the front door.
- Desire to emphasize the aspect of community



‘Headlines of the Future’ Themes as Inspiration

- **Quick** – application can be completed in short period of time.
- **Easy/Painless** – application is easy to fill out and can be done while multitasking (e.g., in line for coffee).
- **Impactful** – application will open doors for a bright future.
- **Seamless** – application didn’t have any glitches and was straightforward to complete.
- **Mobile friendly** – application can be completed on phone.

Revised Vision Statement

Original

The **CCCApply Transformation** is a **reimagining** of the student admission process that **creates** a **welcoming 'front door'** to all



Revised

The CCCApply Transformation is creating a **student-centric process** to help more Californians **realize their potential** through higher education and career advancement by **removing unnecessary barriers and making it as seamless as possible** to succeed in college

Activity

1. Introduce yourself to your breakout room partners
2. Discuss your “elevator pitch” for sharing the purpose of the project
3. With this vision in mind, how will you communicate it to your constituents?

The CCCApply Transformation is creating a **student-centric process** to help more Californians **realize their potential** through higher education and career advancement by **removing unnecessary barriers and making it as seamless as possible** to succeed in college

Revised Vision Statement

The CCCApply Transformation is creating a **student-centric process** to help more Californians **realize their potential** through higher education and career advancement by **removing unnecessary barriers and making it as seamless as possible** to succeed in college.



Governance

Governance in Your Life

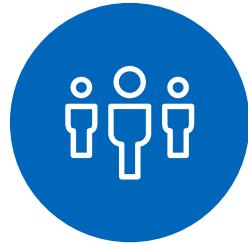
Question:

In your personal or professional life, think of a task or chore you need to do with others that works like a well-oiled machine.

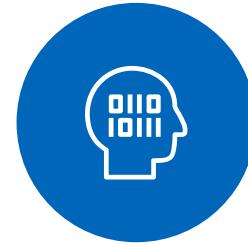
What makes it so effective?

Governance 101

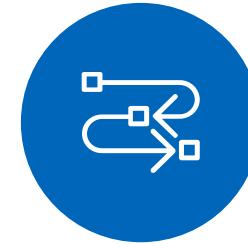
Governance is like the rulebook for how an organization operates. It details:



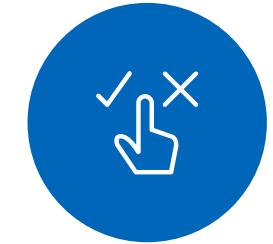
Roles & Responsibilities:
Who does what



Decision-making:
Choosing what to do



Processes:
How things get done



Rules:
What you can and can't do

Let's take a personal life example and explore its governance: hosting a dinner party at my house

Host: responsible for organizing the event, providing venue, and preparing the meal

Guests: RSVP and bringing potluck dish

Host: decides menu theme and who is invited

Guests: determine appropriate potluck dish

Host: does meal preparation, home set-up, clean-up

Guests: Timely RSVP, brings dish, may help clean-up

Host: Provide safe, inclusive environment

Guests: expected to arrive at the set time, be respectful, and have fun

Governance Objectives



Strategic Alignment

Align organizational activities with its mission, vision, and strategic goals, ensuring that decisions and actions are in line with the overall direction of the organization



Accountability & Responsibility

Establish clear roles, responsibilities, and accountabilities for individuals within the organization, helping to promote transparency and ensuring that individuals are held responsible for their actions



Clarity of Decisions

Develop indisputable decision-making rights to ensure clarity and stickiness of decisions while also reducing time to decision



Checks & Balances

Ensure different opinions are appropriately weighed, reducing perceived or actual bias and promoting a fair decision-making process



Speed to Insights

Enable leaders and key stakeholders to gain insights and make decisions more quickly through improved data management



Reduce Compliance Risk

Build policies, processes, and procedures to ensure data is adequately protected and in full accordance with relevant regulations and industry standards

Opportunities & Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management:

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.



Communication:

We need to improve the shared responsibility for both senders and receivers. Senders can communicate more clearly and in a timely manner, while receivers can improve their engagement and application of pertinent information.

*A lot of uncertainty with management/ decision-making; hard to make serious progress on CCCApply with insufficient transparency of roles and responsibilities.**

*There are significant gaps in communicating to the field and the understanding from local colleges.**

Roles & Responsibilities

Opportunities and Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.

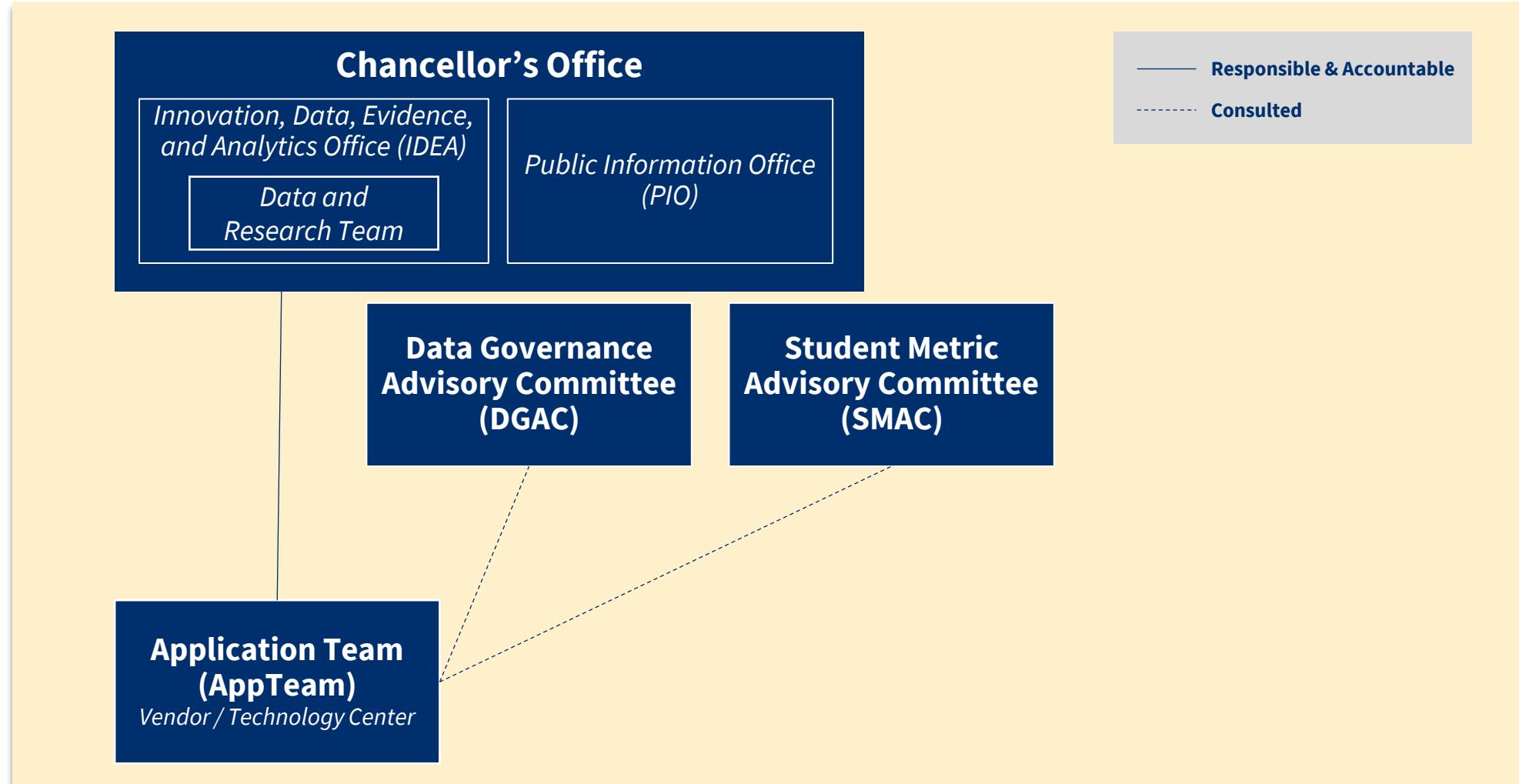


Communication:

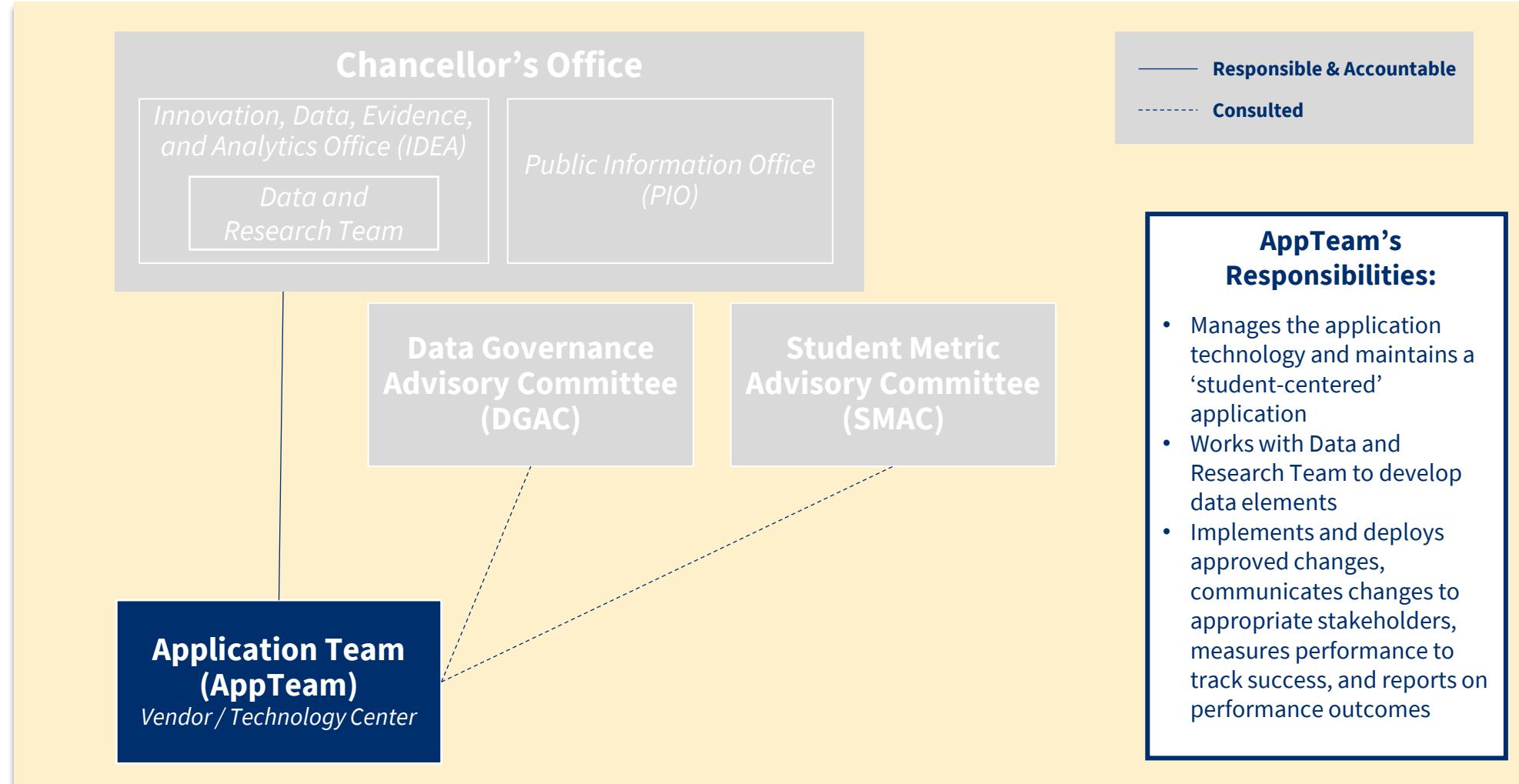
We need to improve the shared responsibility for both senders and receivers. Senders can communicate more clearly and in a timely manner, while receivers can improve their engagement and application of pertinent information.

*A lot of uncertainty with management/ decision-making; hard to make serious progress on CCCApply with insufficient transparency of roles and responsibilities.**

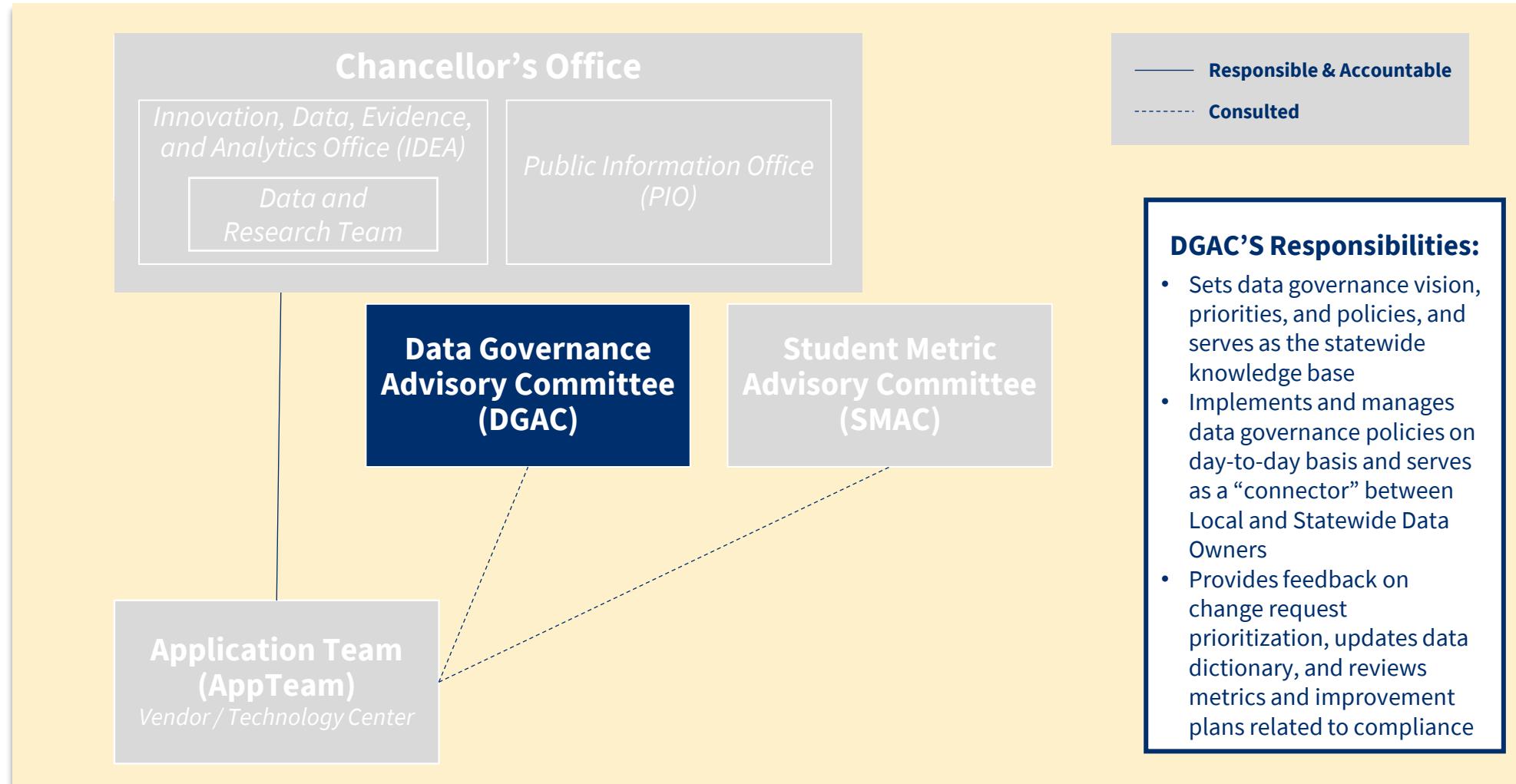
Target State Governance Structure DRAFT



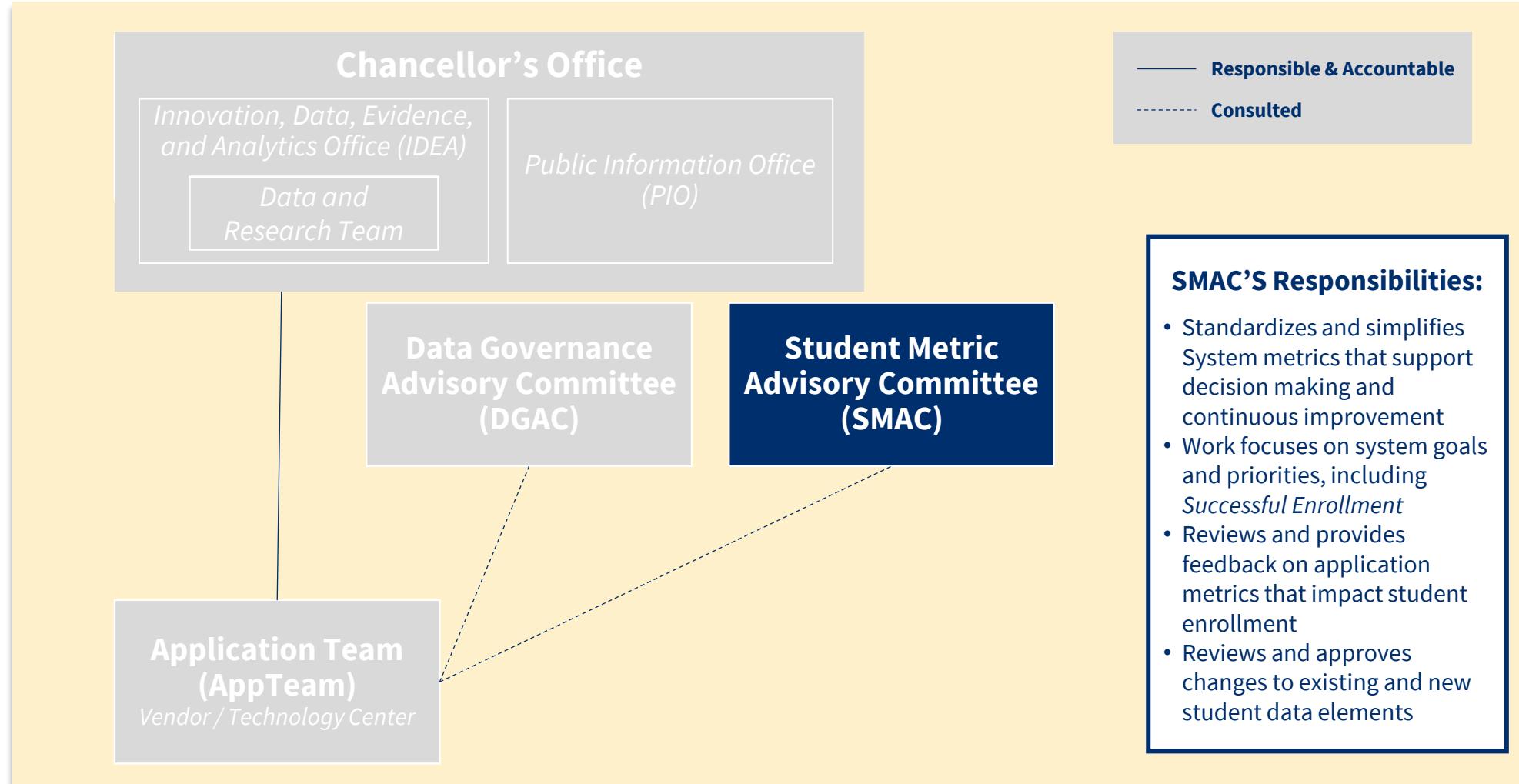
Target State Governance Structure DRAFT



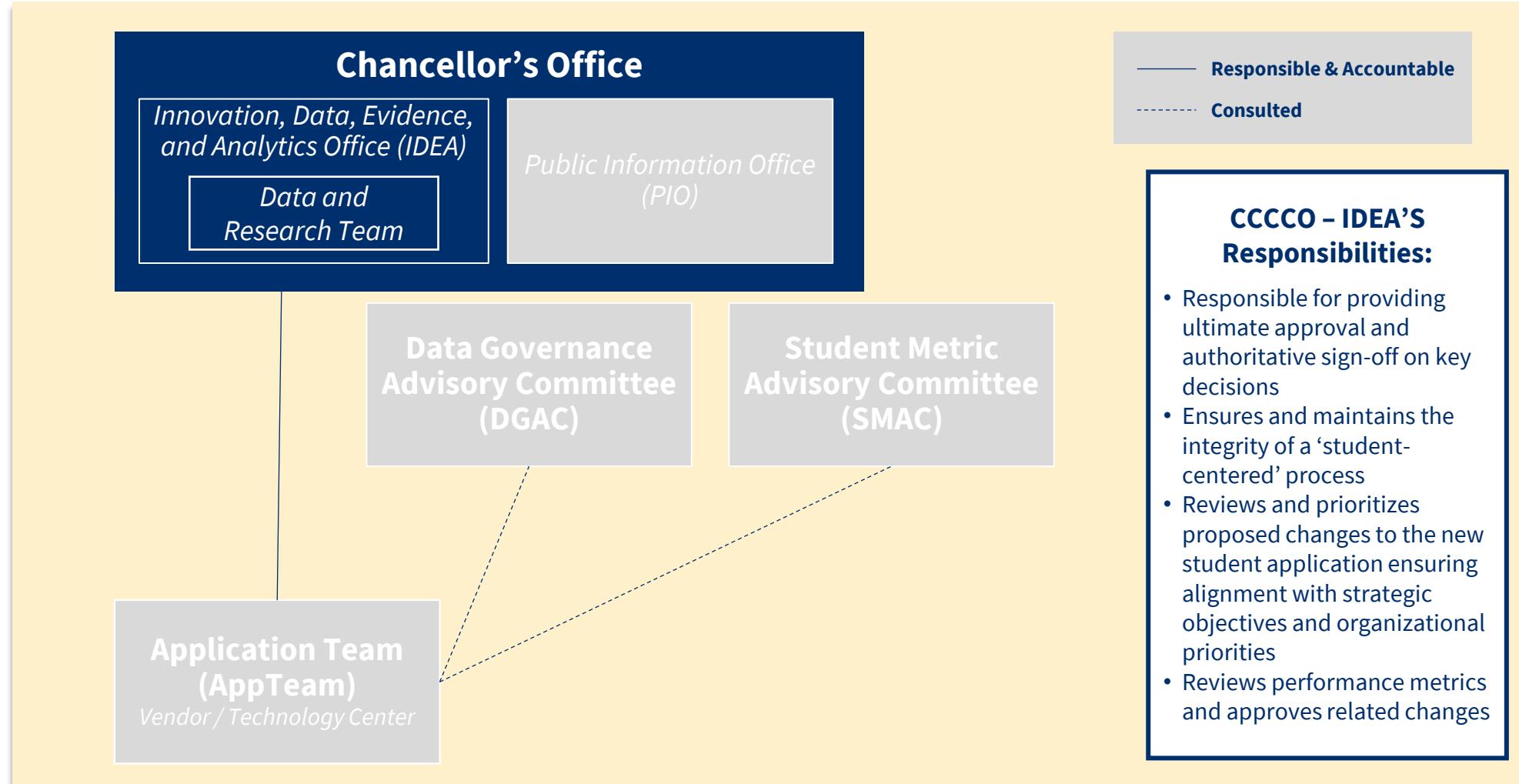
Target State Governance Structure DRAFT



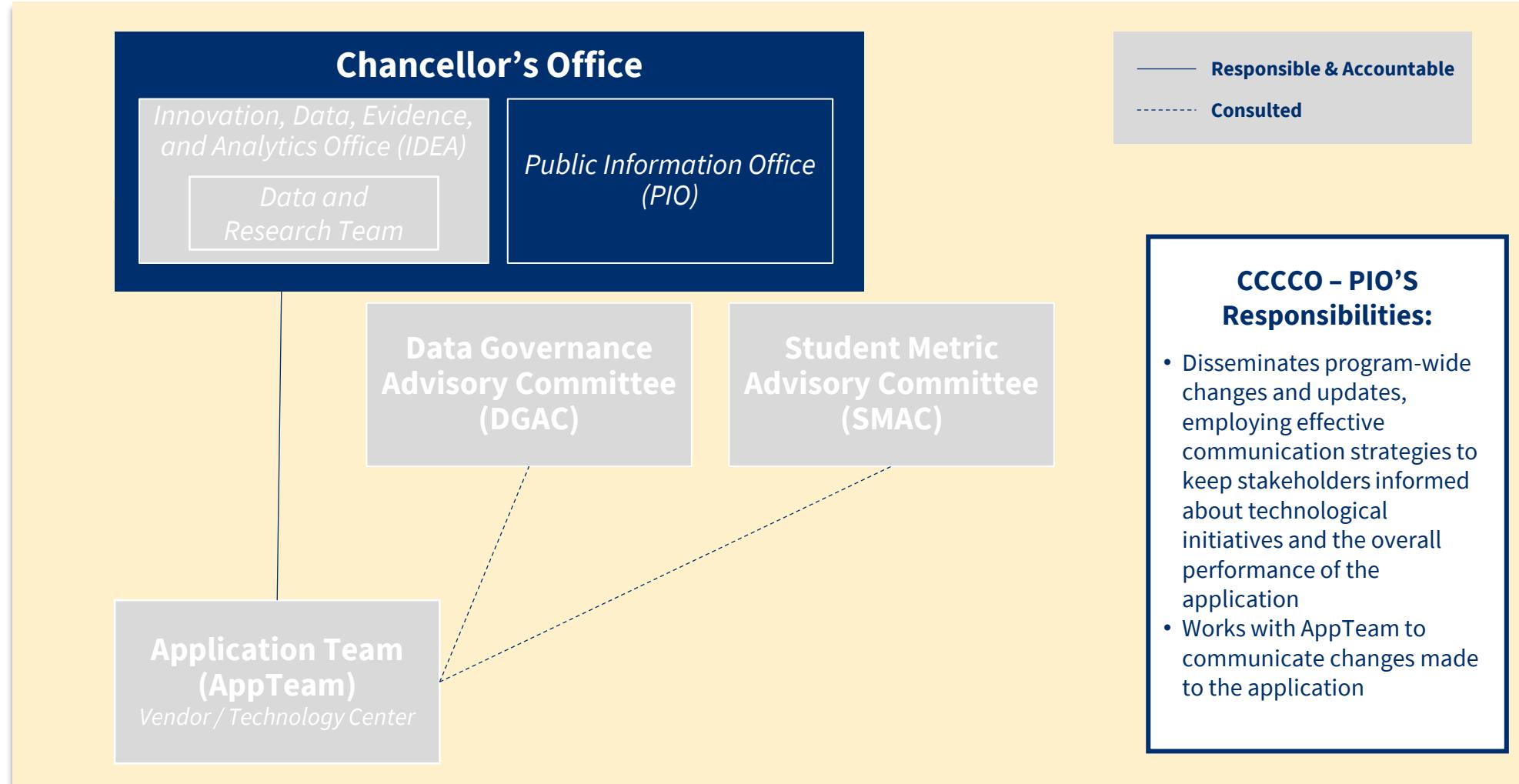
Target State Governance Structure DRAFT



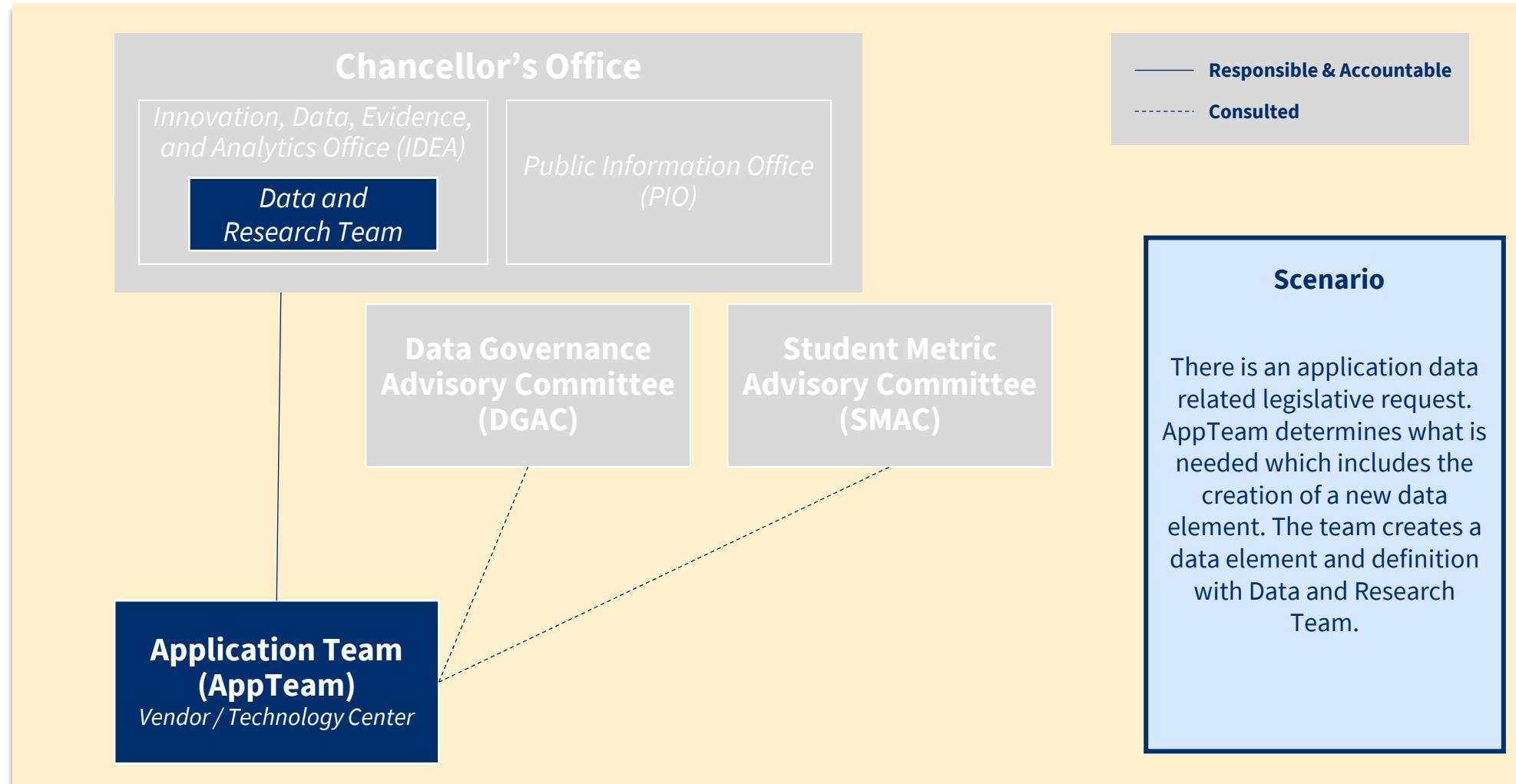
Target State Governance Structure DRAFT



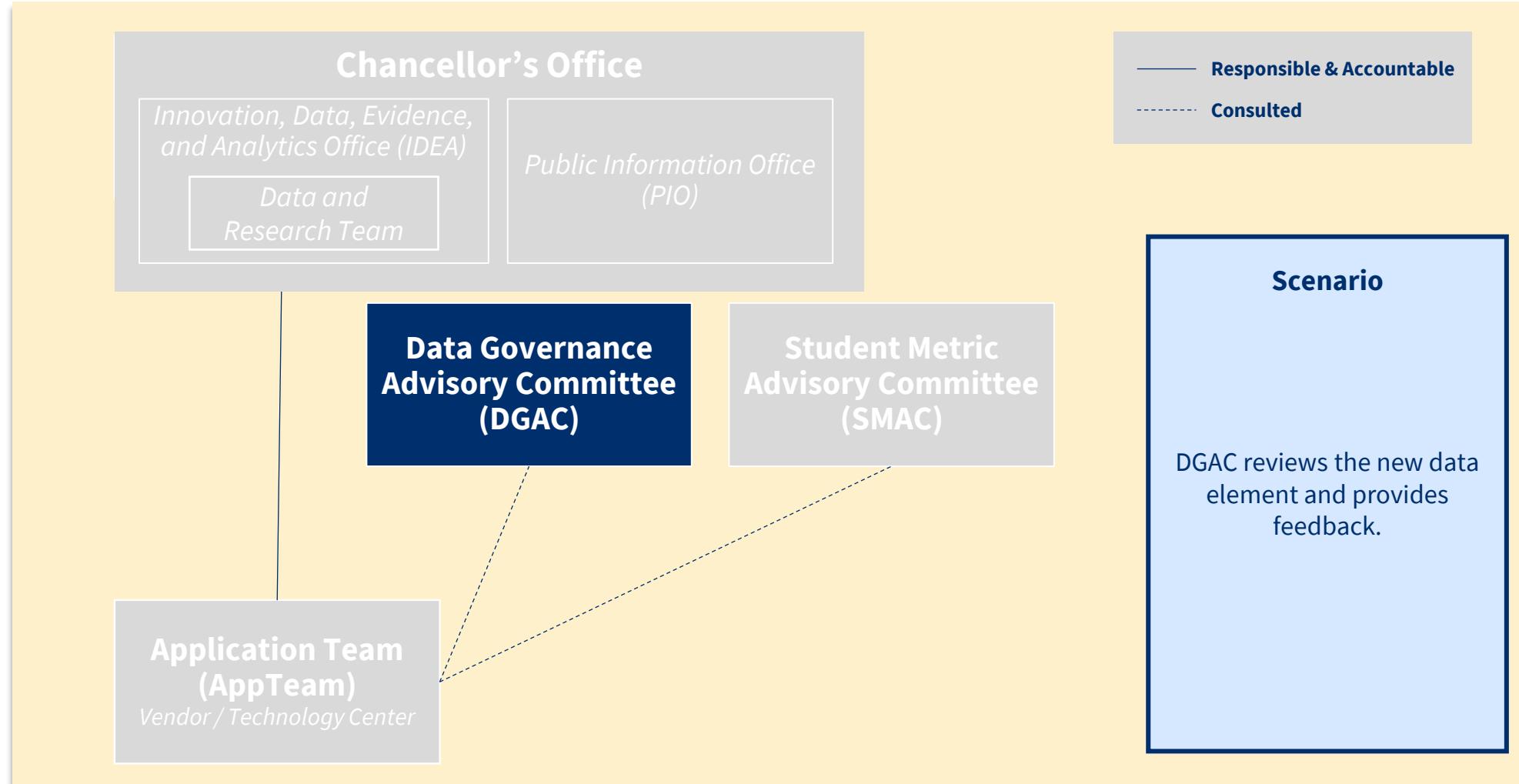
Target State Governance Structure DRAFT



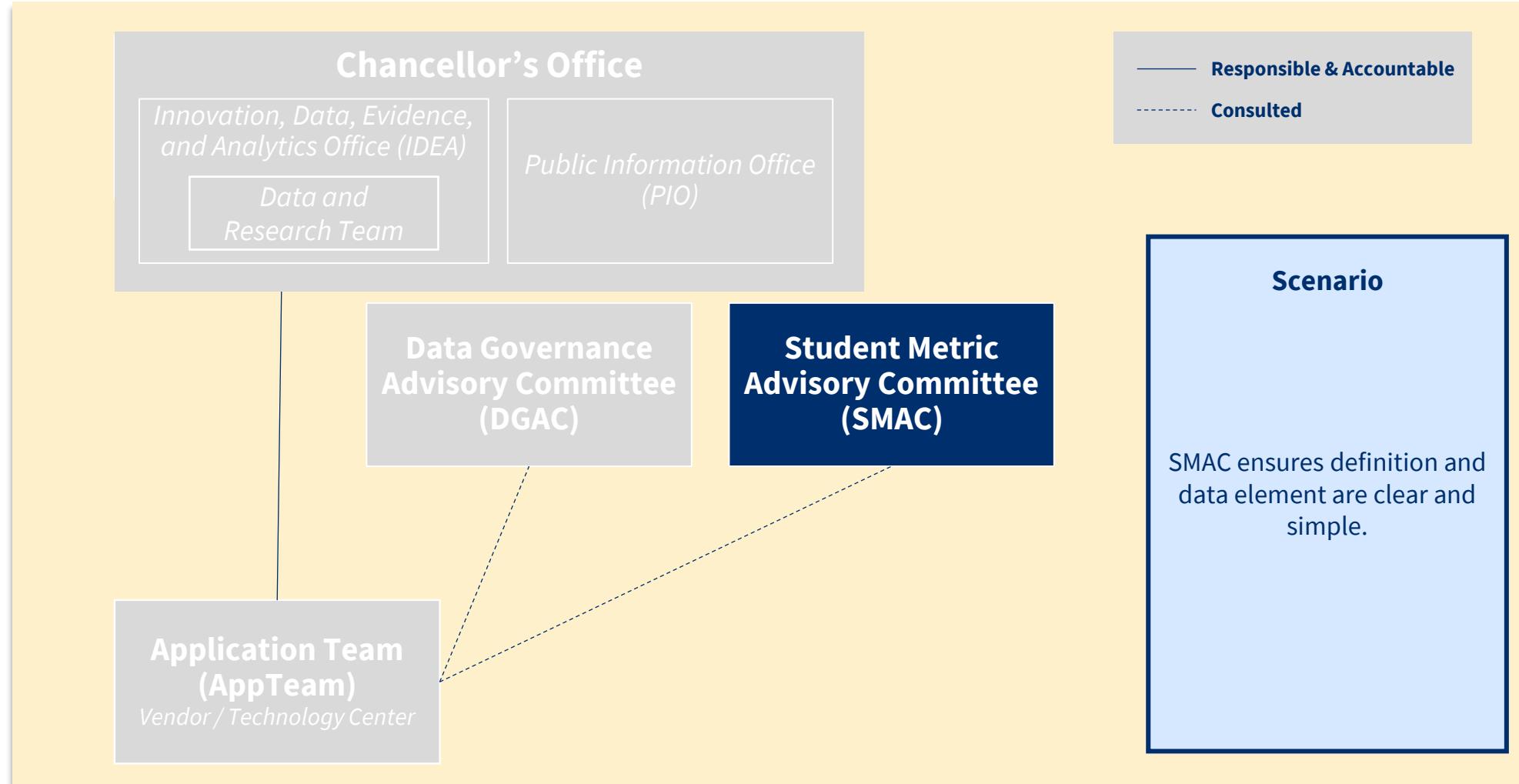
Target State Governance Structure DRAFT



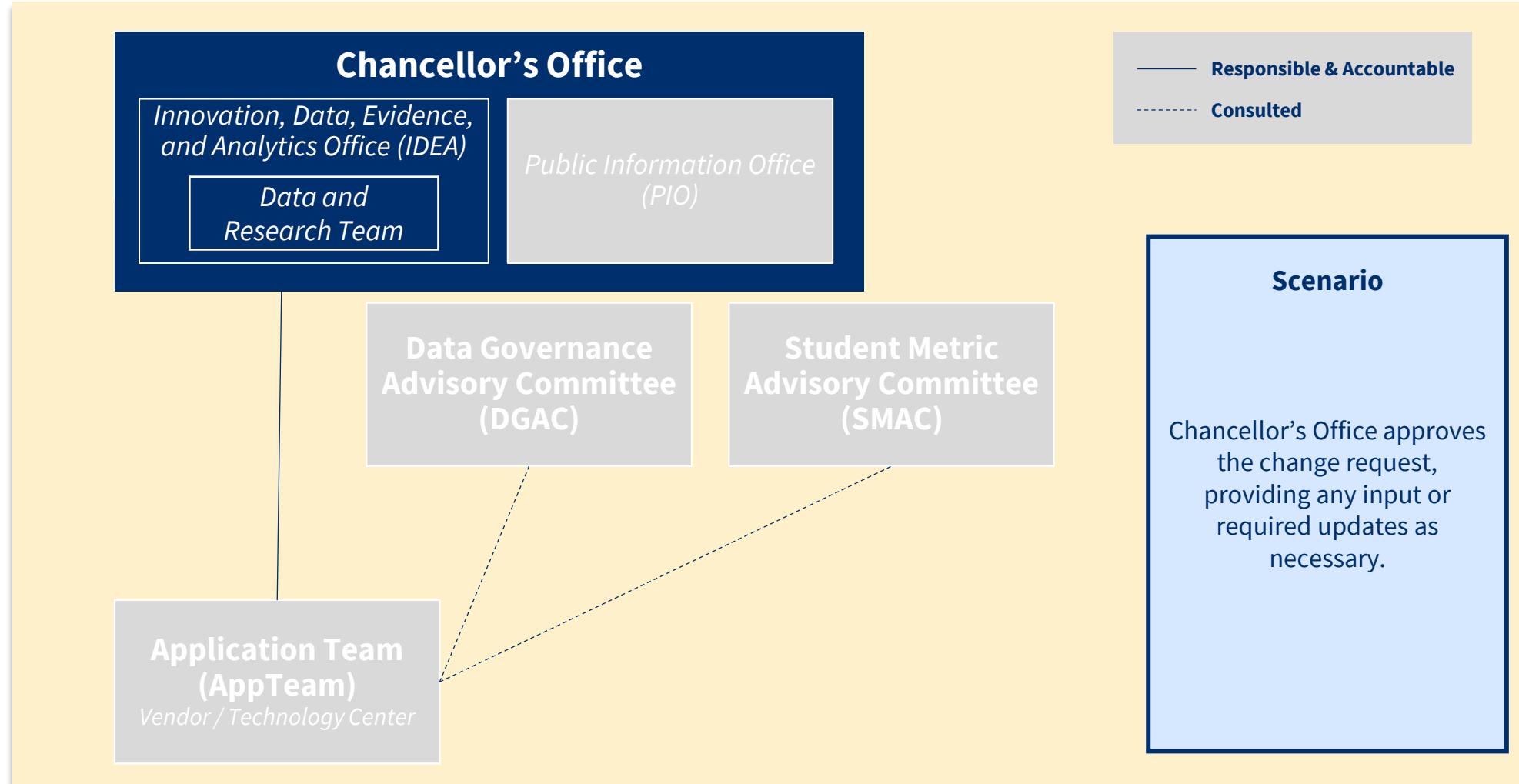
Target State Governance Structure DRAFT



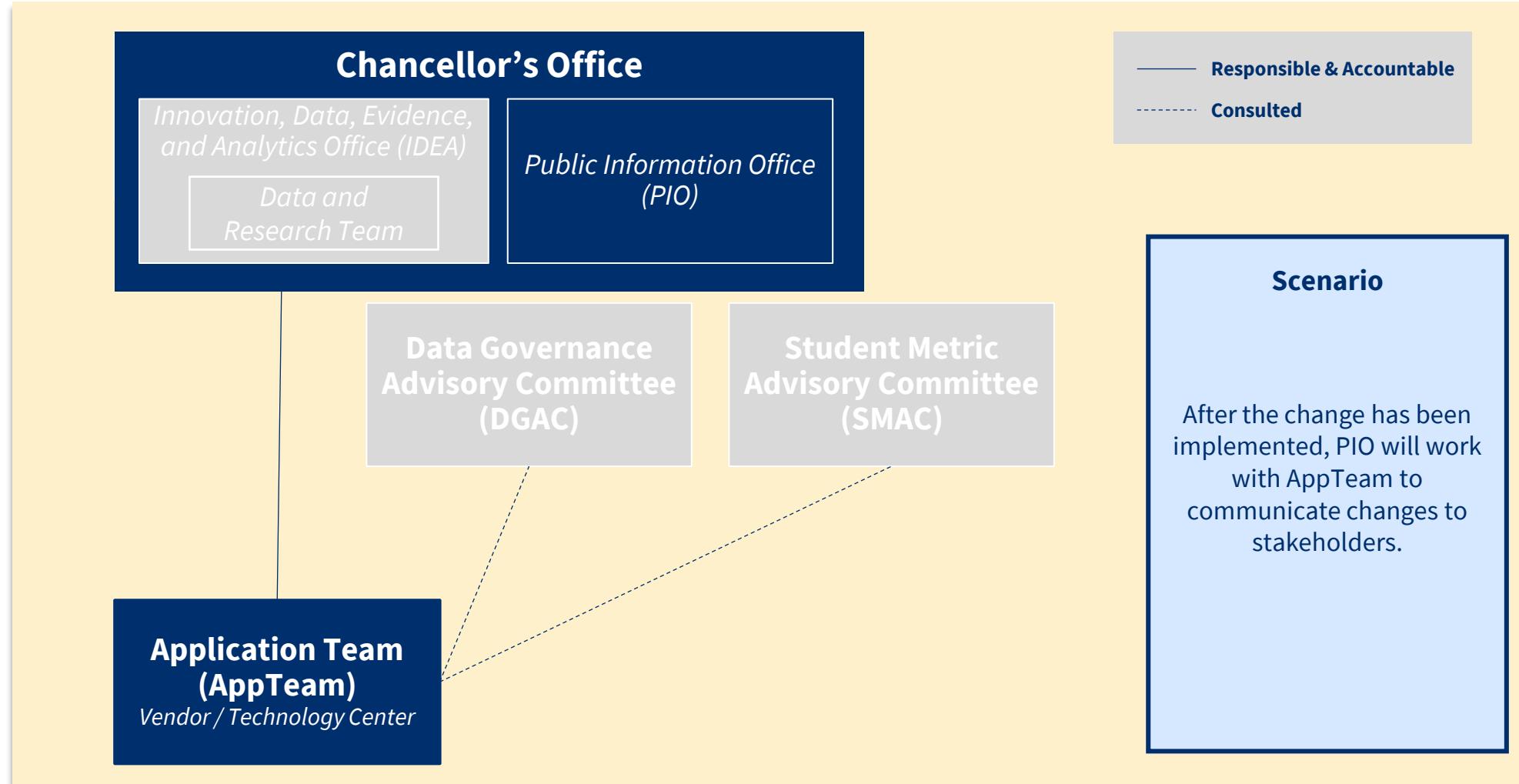
Target State Governance Structure DRAFT



Target State Governance Structure DRAFT



Target State Governance Structure DRAFT



Governance Structure Responsibilities

Position	Body	Responsibilities
	Chancellor's Office – Innovation, Data, Evidence, and Analytics Office (IDEA) Data and Research Team, and Public Information Office (PIO)	<p>IDEA: Responsible for providing ultimate approval and authoritative sign-off on key decisions. Ensures and maintains the integrity of a ‘student-centered’ process. Reviews and prioritizes proposed changes to the new student application ensuring alignment with strategic objectives and organizational priorities. Reviews performance metrics and approves related changes.</p> <p>Data and Research Team: Works with AppTeam to develop data elements and definition for MIS</p> <p>PIO: Disseminates program-wide changes and updates, employing effective communication strategies to keep stakeholders informed about technological initiatives or overall application performance. Works with AppTeam to communicate changes made to CCCApply.</p>
	Data Governance Advisory Committee (DGAC)	<p>Sets data governance vision, priorities, and policies, and serves as the statewide knowledge base. Implements and manages data governance policies on day-to-day basis and serves as a “connector” between Local and Statewide Data Owners. Provides feedback on change request prioritization, updates data dictionary, and reviews metrics and improvement plans related to compliance.</p>
	Student Metrics Advisory Committee (SMAC)	<p>Standardizes and simplifies System metrics that support decision making and continuous improvement. Work focuses on system goals and priorities, including <i>Successful Enrollment</i>. Reviews and provides feedback on application metrics that impact student enrollment and reviews and approves changes to existing and new student data elements.</p>
	Application Team (AppTeam)	<p>Manages the application technology and maintains a ‘student-centered’ application. Works with Data and Research Team to develop MIS and Apply data elements and definition. Implements and deploys approved changes, communicates changes to appropriate stakeholders, measures performance to track success, and reports on performance outcomes.</p>

“Fist To Five” on Proposed Structure



- I'm lost
- I don't agree
- I don't want to do this
- I don't want to communicate this to my team



- I feel okay
- I'm 50% in agreement
- I'm mostly following but have some questions
- I need help to communicate this to my team



- I'm unsure
- I slightly agree
- I'm not sure we can do this
- I couldn't communicate this to my team



- I feel great
- I'm in 100% agreement
- This is the right work
- I can confidently communicate these concepts to my team

March Task Force Agenda

Time	Activity
1:00 PM	Welcome & Recap
	Vision Statement
	Governance: Structure
2:30 PM	BREAK
	Governance: Performance & Compliance Management
	Governance: Change Requests
	Governance: Communications
3:50 PM	Next Steps & Wrap-Up
4:00 PM	END

Performance & Compliance Management

Opportunities & Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management:

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.



Communication:

We need to improve the shared responsibility for both senders and receivers. Senders can communicate more clearly and in a timely manner, while receivers can improve their engagement and application of pertinent information.

What is Performance & Compliance Management



Metrics that are the first indicator to help **identify areas of improvement** for the application



Metrics that help in monitoring the application's **operational health**



A process that helps to **establish the progress** that are based on measurable outcomes



Measuring metrics help in **identifying improvement initiatives** and track the performance

Benefits of Performance & Compliance Management

Performance Evaluation:

Key Performance Indicators (KPI)s quantify performance across key dimensions to ensure services meet expected quality levels

Strategic Alignment:

KPIs help align daily activities with strategic goals, ensuring that everyone involved is working towards the same objectives

Decision-Making Support:

KPI data serves as a valuable decision-making tool, providing insights and evidence for informed and data-driven decision-making

Early Issue Detection:

Monitoring KPIs enables early detection of potential issues allowing for proactive problem-solving before they escalate

Identifying Areas for Improvement:

Tracking KPIs pinpoint areas of weakness or underperformance, allowing for targeted improvements

Resource Allocation:

KPIs assist in allocating resources effectively by identifying areas that require additional resources

Performance Benchmarking:

KPIs provide a basis for benchmarking against industry standards to develop an understanding of relative performance and areas for improvement

Operational Efficiency:

KPIs highlight inefficiencies in processes, allowing for streamlining of operations and improvement of overall efficiency, including service management

Enhanced Accountability:

KPIs create accountability at various levels, ensuring that individuals and teams are responsible for their contributions to overall objectives

Continuous Improvement:

Regularly measuring KPIs promotes a culture of continuous improvement, and a focus on optimizing processes, services, and overall performance over time

Proposed Metrics

System Metrics:

- **Uptime:** The percentage of time that the application or system is operational and available for use
- **Response time:** The time it takes for the system to respond to a user action or request
- **System availability during peak usage hours:** The system's operational status during the periods of highest user activity
- **Number of system outages and their durations:** Count and duration of instances where the system is unavailable

Data Metrics:

- **Data accuracy and completeness:** The extent to which data is accurate and complete (e.g., error rate and completeness rate)
- **Compliance with data protection regulations:** Adherence to laws and regulations governing the protection of sensitive data (e.g., data loss or breach incidents, regulatory compliance audit results, and data encryption adoption)

Change Request Metrics:

- **Types of change requests:** category of change request
- **Time to complete change requests:** how fast a change request is deployed
- **Change request volume:** number of change requests submitted

Application Performance:

- **User engagement metrics:** Measures of user interaction and involvement with the application
- **Conversion rates:** The percentage of users who take a desired action (e.g., submitting a form, completing a transaction)
- **User feedback and ratings:** Direct feedback from users regarding their experience with the application
- **Accessibility compliance metrics:** Measurement of how well the application conforms to accessibility standards
- **Drop off rates & analysis:** percentage of users who abandon or discontinue application and analysis of when and where drop-off
- **Friction point analysis:** identify when and where students are stuck
- **Completion rate by demographic:** the percentage of completed applications relative to the total number of applications submitted, segmented by different demographic groups
- **Completion Device:** what type of device was used to complete application

Product Development/Mgmt:

- **Development cycle times:** The time it takes to complete a development cycle from ideation to release
- **Release frequency:** How often new versions or updates of the application are released
- **Stakeholder satisfaction with product updates:** Feedback from key stakeholders regarding the value and quality of product updates. Product updates = application updates

Security & Compliance Metrics:

- **Number of security incidents:** The count of security-related events or breaches
- **Access control effectiveness:** How well access controls prevent unauthorized access
- **Compliance with industry and regulatory standards:** Adherence to established security standards and regulations

Discussion: Proposed Metrics

Application Performance:

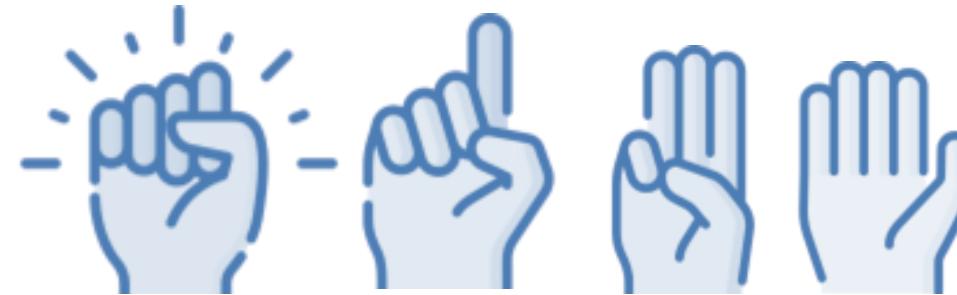
- **User engagement metrics:** Measures of user interaction and involvement with the application
- **Conversion rates:** The percentage of users who take a desired action (e.g., submitting a form, completing a transaction)
- **User feedback and ratings:** Direct feedback from users regarding their experience with the application
- **Accessibility compliance metrics:** Measurement of how well the application conforms to accessibility standards
- **Drop off rates & analysis:** percentage of users who abandon or discontinue application and analysis of when and where drop-off
- **Friction point analysis:** identify when and where students are stuck
- **Completion rate by demographic:** the percentage of completed applications relative to the total number of applications submitted, segmented by different demographic groups
- **Completion Device:** what type of device was used to complete application

Newly added metrics

Target State Performance & Compliance Management Process



Fist to Five on Performance & Compliance Management



Opportunities & Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management:

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

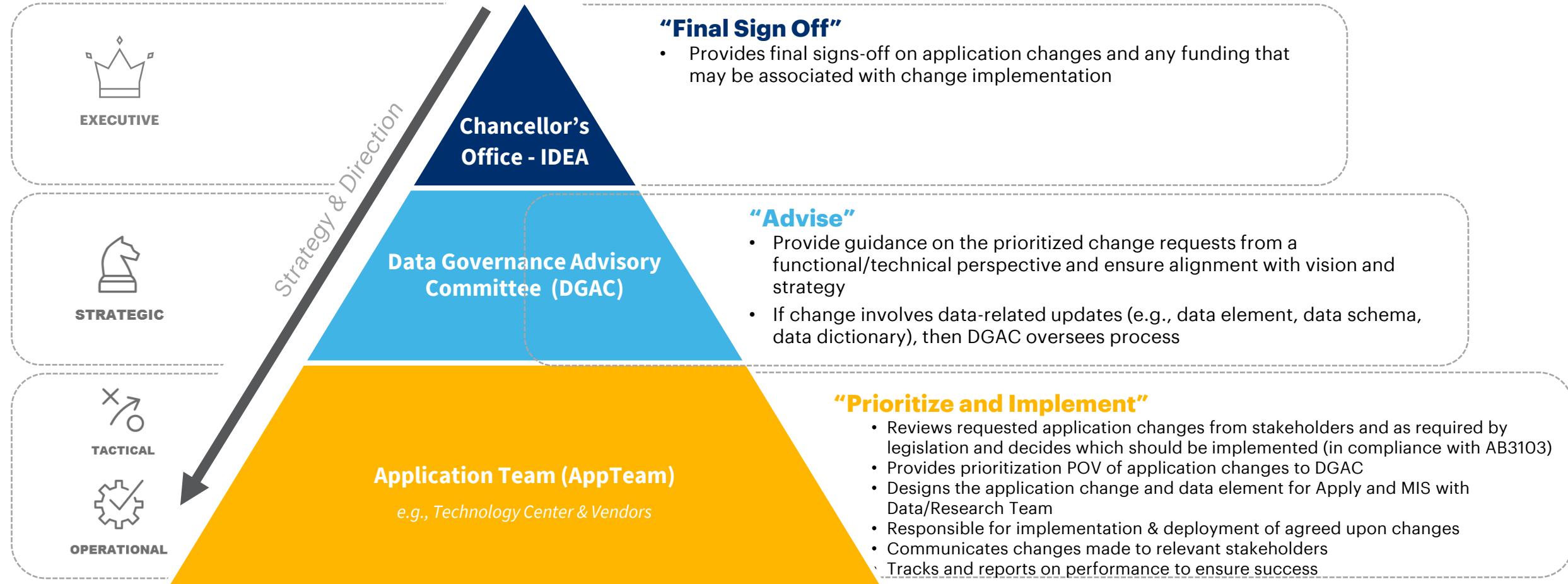
The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.



Communication:

We need to improve the shared responsibility for both senders and receivers. Senders can communicate more clearly and in a timely manner, while receivers can improve their engagement and application of pertinent information.

Change Request Roles & Responsibilities



Target State Change Request Process

1) CCCCO Shares CCCApply Update Request Form

All stakeholders receive request form via listservs, staff support site, and CCCCO website

2) Stakeholders Submit Change Request by Oct. 31st

Stakeholders to submit requested change via intake tool

4) DGAC Provides Feedback on Prioritization

DGAC will ensure prioritized requests account for data and technical considerations

6) AppTeam and Data/Research Team Draft the Design

The two bodies work together to design the application change and data element for Apply and MIS

8) AppTeam Finalizes Design and Implements

Creates a roadmap of changes for upcoming year and implements changes

1

1.5

2

3

4

5

6

7

8

9

1.5) CCCCO Shares Legislative Changes in Bi-Annual Forum

Inform AppTeam of legislative changes early on so they can incorporate into plan

3) AppTeam & IDEA to Review & Prioritize Requests

AppTeam will review and prioritize changes based on vision, strategy, and legislation

5) CCCCO Signs Off on Updated Prioritization

CCCO provides final approval to ensure prioritization is aligned with priorities

7) DGAC and SMAC approve Data Elements by Mid-December

The two bodies review, edit, and approve the data elements

9) AppTeam + PIO Communicates Changes to Stakeholders

Communicate, in layman's terms, changes made to stakeholders and via quarterly update

Fist to Five on Proposed Change Request Process



Improving Communication

Opportunities & Areas of Improvement



Roles and Responsibilities:

Clearly defined roles and responsibilities that are well understood would improve accountability and decision making for managing the application.



Performance & Compliance Management:

More robust performance and compliance management would offer greater opportunity for continuous improvement.



Application Change Management:

The application change request process is new, and there are opportunities to formalize roles and responsibilities, organizational structure, and meeting cadences.



Communication:

We need to improve the shared responsibility for both senders and receivers. Communicating clearly, and timelier, while receivers can improve their engagement and application of pertinent information.

Communications



Legislative Requests

The Application Team and CCCCO Government Relations Team will **meet on a bi-annual basis** to discuss any changes requested by legislatures, enabling **better coordination** between the parties. **AppTeam will inform relevant stakeholders regarding application changes** requested by legislatures so that they can take appropriate actions (e.g., creating data field).



Performance Management

The Application Team will share **monthly reports with CCCCO and DGAC, and quarterly reports with SMAC and SAC** to keep them informed, highlighting any deviations from targets for SLA and non-SLA metrics.



Internal Change Requests

Notification of whether change requests have been approved or not will be **provided by the AppTeam as well as updates when changes have been implemented**. These implementation updates will be provided in simple, non-technical language.

Benefits to the Application with Governance

Roles & Responsibilities

- ✓ The application can be managed successfully as responsibilities are well-defined and understood

- ✓ Decisions are made in a timely and effective manner

- ✓ Everyone is aligned on processes, driving greater efficiency

Performance & Compliance Mgmt.

- ✓ Improvement in decision-making as KPIs provide data backed insight

- ✓ Detect issues or areas of underperformance and mitigate early on

- ✓ Drive better resource allocation and operational efficiency

- ✓ Improvement in accountability and strategic alignment

Internal Change Requests

- ✓ Stakeholders and CCCCO are informed with changes implemented

- ✓ DGAC's involvement ensures prioritized requests account for data and tech considerations

- ✓ Change requests are strategically aligned

Communications

- ✓ Stakeholders understand when/ why decisions were made, enabling them to act as needed

- ✓ CCCCO can be proactive and strategic with legislative requests

- ✓ There is greater alignment to the application as everyone receives timely updates

Next Steps

- ✓ Fraud Working Team
- ✓ Residency Working Team
- ✓ Constituent feedback on Target State
- ✓ April 10th Task Force meeting

Reimagine Apply Working Sessions + Task Force

Working initially with stakeholders directly impacted by potential data usage changes in restructuring questions in CCCApply. Task Force participants will be selected by their state organization to join the Task Force in February 2024. The Task Force will give input on the Target State, new application governance and High-level Roadmap for implementation of a new application system.

WORKING SESSIONS		TASK FORCE		
	In-Person	Wednesday Feb 14th Target State Vision		
	Virtual	Oct / Nov / Dec “Core” Questions Target Concepts	Wednesday Mar 13th Application Governance	Wednesday April 10th Target State Refinement
	2024	Jan Target State Alignment		Wednesday May 15th Roadmap

Open Invitation (statewide):
A&R, Financial Aid, CSCO, CIO,
IR, Student Senate

TASK FORCE Members: Academic
Senate, Student Senate, A&R, Financial
Aid, CEO, CIO, CISO, CSCO, IR, PIO, CCCCO