



## Institutional Strategic Planning Council

**Agenda for Wednesday, May 20, 2020**

1:00-2:00pm

<https://cccconfer.zoom.us/j/95107615414>

Meeting ID: 951 0761 5414

*Revised May 19, 2020*

### **Committee Members (total #): 20**

Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Quinton Bemiller, Rex Beck, Michael Collins, Leona Crawford, Monica Esparza, Monica Green (Administrative Co-Chair), Vivian Harris, Dominique Hitchcock, Ruth Leal (Classified Professional Co-Chair), Sam Lee, Virgil Lee, Arezoo Marashi, Andy Robles, Thalia Moore-Shearer (ASNC Rep.), Chris Poole, Kaneesha Tarrant, Sigrid Williams

**Quorum: 11**

**Subject to Brown Act: No**

### **1. Call to Order**

### **2. Reports**

2.1 Chair Report

### **3. Action Items**

3.1 Approval of the Agenda

3.2 Approval of May 5 Meeting Minutes

3.3 ISPC Membership

### **4. Information/Discussion Items**

4.1 Revised Strategic Planning Structure of Norco College: Rationale and Scope

4.2 Council Charges

4.3 Spring ISPC Survey of Effectiveness

### **5. Good of the Order**

### **6. Future Agenda Topics**

### **7. Adjournment**

## **Next Meeting**

Wednesday, June 3, 2020

1:00-2:00pm ISPC/Open Dialogue

Zoom Link

Meeting ID

## **MISSION STATEMENT (Board Approved December 2019)**

Norco College inspires a diverse student body by an inclusive innovative approach to learning through its pathways to transfer, professional, career and technical education, certificates, and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College encourages self-empowerment and is dedicated to transforming the lives of our students, employees, and community.

## **ISPC PURPOSE**

ISPC is the main coordinating body for all strategic planning at Norco College. The ISPC's purpose is to ensure that all phases of planning and resource allocation at the College emanate from program review, have improvement of student learning as the highest priority, and are driven by the College Mission and the Educational Master Plan.



Institutional Strategic Planning Council

**Minutes for Wednesday, May 6, 2020**

1:00-3:00 p.m.

<https://cccconfer.zoom.us/j/98305585877>

Meeting ID: 983-0558-5877

**Committee Members Present (18):**

Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Rex Beck, Michael Collins, Leona Crawford, Monica Esparza, Kevin Fleming, Monica Green (Administrative Co-Chair), Vivian Harris, Dominique Hitchcock, Ruth Leal (Classified Professional Co-Chair), Sam Lee, Virgil Lee, Arezoo Marashi, Chris Poole, Kaneesha Tarrant, Sigrid Williams

**Committee Members Absent (3):**

Quinton Bemiller, Thalia Moore-Shearer (ASNC Rep.), Andy Robles

**Guests:** Laura Adams, Andy Aldasoro, Azadeh Iglesias, Debra Mustain, Rachel Rodriguez

**Call to Order: 1:00pm**

**Recorder**

Denise Terrazas

**Meeting Minutes**

**1. Call to Order**

1:00 p.m.

**2. Action Items**

**2.1 Approval of Agenda**

**2.2 Approval of April 22 Meeting Minutes**

- MSC (Lee/Collins)

**2.2 Conclusion**

- Approved. No abstentions

<b>2.2 Follow-up Items</b>	<b>2.1 Task of</b>	<b>2.1 Due by</b>
None	None	None

### 3. Information/Discussion Items

#### 3.1 Strategic Planning Structure Chart Discussion

- Reword Operations Groups & Committees to distinguish between the two
- APC is on the list twice; this will be corrected.
- The different color arrows are used to differentiate the overlap with Student Services and Academic areas.
- Student representation is throughout the committees, asked if student leadership reviewed.
- Consternation about the arrows, IE is not included in the arrow.
- Position of program review and assessment, crosses over to all departments, how do we show this? Everyone does program review and assessment, how is this described? Concern that this places assessment back into a number ticking capacity. Want to ensure that this is not the position we are demonstrating. May require a different conversation.
- Request for a narrative to define operational groups.
- Leadership Councils- request to make clear that this is tri-leadership.
- Suggestion to create a separate document to describe our process.
- Guided Pathways is a temporary term, the long-term strategy is student equity and achievement, therefore the name will change.
- In diversity equity and committee, the committee does not want to lead the equity planning, they are more of an awareness, celebration group. The task is more in-line with the GP workgroup. Needs more discussion.
- Placement of LGBTQ under AA is based on the comment that it is a subcommittee of Academic Senate.
- Request to list the Academic Senate standing committees together, the committees are self-contained and have direct reporting to the AS for 10+1. Despite the note at the bottom of the chart, there have been questions. Make it clear that the 10+1 are exclusively the purview of the Academic Senate.

3.1 Follow-up Items	3.1 Task of	3.1 Due by
Take all comments into consideration and provide more examples and work through	Melissa Bader Kevin Fleming	May 15, 2020

draft committee charges, roles, and responsibilities.		
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### 3.2. ISPC Membership Discussion

- Change ‘Representatives ‘to non-voting Advisors
- Update faculty term beginning and end dates, CSEA to review.
- CSEA identified representatives: Azadeh Iglesias, Suzie Schepler
- Faculty and Manager representatives: To be determined

3.2 Follow-up Items	3.2 Task of	3.2 Due by
Update ISPC Membership document.	Monica Green	May 15, 2020

### 4. Good of the Order

- Suggested Best Practices for fall, 50-minute meeting times.
- College Budget update will be given after the May Revise and at the next BFPC meeting

### 5. Future Agenda Topics

- Action item: ISPC Membership Approval

### 6. Adjournment

- MSC (Lee/Lee) Approved.
- 2:07 p.m.

### Next Meeting

Wednesday, May 20, 2020  
1:00-3:00 p.m.

**ISPC Membership 2019-2020**

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Faculty Representatives\*  
 Administrators\*\*  
 Classified Professional Representatives  
 ASNC Student Representative

Faculty	CPro	Admin	Student	Total
9				
		5		
	5			
			1	
9	5	5	1	20

\* Academic Senate President; Chair of Chairs (Enrollment Management); At-Large; Arts, Humanities & World Languages Rep; Business, Engineering & Information Technology Rep; Communications Rep; Mathematics Rep; Sciences and Kinesiology Rep; Social & Behavior Sciences Rep.

\*\*One Administrator appointed in Academic Affairs, Student Services, Business Services, Strategic Development, and one at-large administrator. The president serves as a tri-chair, non-voting member.

Faculty appointments will be made by the Academic Senate in late spring.

Classified Professional appointments will be made by CSEA per its Committee Appointment Process.

Management appointments will be made by the President's Exec Cabinet in the summer.

Student appointment will be made by ASNC in the summer.

ISPC members will serve a three year term. Terms will rotate to ensure stability.

Quorum is 11 voting members. Faculty and Classified Professional co-chairs do not vote unless there is a tie.

Institutional Strategic Planning Council:

The ISPC is the main coordinating body for all strategic planning at Norco College. The council members should represent constituency groups across the college, facilitate communication among the representative constituency group, and make recommendations to the college president after receiving institution-wide input. The ISPC's purpose is to ensure that all phases of planning and resource allocation at the college emanate from program review, have improvement of student learning as the highest priority, and are driven by the college mission and the educational master plan.

Presented to ISPC 05/20/20

19-20 ISPC Membership  
Revised 5/19/2020

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<i>3 Year Terms</i>				
<b>Committee Membership Composition</b>	<b>Name</b>	<b>Term Began</b>	<b>Term Ends</b>	<b>Years Served</b>
1 Academic Senate President	Quinton Bemiller	19FAL	End of 22SPR	0
2 Faculty Representative At Large	Jethro Midget	20SPR	End of 23SPR	3
3 Faculty Representative AHWL	Dominique Hitchcock	20SPR	End of 21SPR	0
4 Faculty Representative COMM	Vivian Harris	20SPR	End of 20SPR	0
5 Faculty Representative Sciences & KIN	Virgil Lee	19FAL	End of 21SPR	0
6 Faculty Representative MATH	Andy Robles	20SPR	End of 20SPR	0
7 Faculty Representative BEIT	Rex Beck	20SPR	End fo 22SPR	0
8 Chair of Chairs (District Enrollment Management)	Melissa Bader*	11FAL/Chair 14FAL	End of 21SPR	8 Chair for 5
9 Faculty Representative SBS	Sigrid Williams	20SPR	End of 22SPR	0
10 Administrative Representative 1/AA	Samuel Lee	17FAL		2
11 Administrative Representative 2/BS	Michael Collins	18FAL		1
12 Administrative Representative 3/SS	Kaneesha Tarrant	18FAL		1
13 Administrative Representative 4/SD	Kevin Fleming	20SPR		0
14 Administrative Representative 5	Monica Green*	19FAL		0
15 Classified Professional Representative 1	Leona Crawford	16FAL		3
16 Classified Professional Representative 2	Monica Esparza	16FAL		3
17 Classified Professional Representative 3	Ruth Leal*	12FAL/Chair 13FAL		7 Chair for 6
18 Classified Professional Representative 4	Arezoo Marashi	19FAL		0
19 Classified Professional Representative 5	Chris Poole	16SPR		3
20 ASNC Student Reprentative	Thailia Moore	20SPR		

**Advisors (non-voting)**

Faculty Advisor	Adam Martin			
Faculty Advisor	Vivian Harris			
Classified Professional Advisor	Azadeh Iglesias			
Classified Professional Advisor	Suzie Schepler			
Administrative Advisor	Greg Aycok	11FAL	20SPR	8
Administrative Advisor	Tenisha James	20SPR		



**Revised Strategic Planning Structure of Norco College:  
Rationale and Scope**

***Why do we need a revised strategic planning structure?***

1. Our goals have changed.
  - Norco College now has a new [Educational Master Plan](#). Many strategic objectives need a dedicated group/process to ensure the goals are being met.
2. We have too many disconnections.
  - All committees/workgroups need to be aligned with a decision-making leadership council and clarity is needed regarding the scope/purview of some committees. We want to ensure collaboration and accountability towards our shared goals while providing truly transparent venues for strategic conversations.
3. Our processes are muddled.
  - Norco College has outgrown its existing 2013-2018 strategic planning structure resulting in some unclear processes.
4. Our strategic planning process is inefficient.
  - We have too many meetings and some items are inefficiently taken to too many groups for review and approval. Greater diffusion of decisions within our decision-making bodies is needed to eliminate bottlenecks, reduce inefficiencies, and empower/trust work to be done efficiently within the appropriate group(s). This will reduce the number of strategic planning meetings and an increase in meaningful governance.
5. We need to clarify operational versus strategic.
  - Not every decision is strategic. We need to define the roles, responsibilities, and purview of our councils, committees, workgroups, and operational teams. We need consistency in addressing strategic decisions versus operational implementation.
6. Our structure is fragmented.
  - The proposed new structure ensures a venue exists for all strategic matters/issues. As a result of our reorganization in 2018, the proposed structure better integrates councils with the four operational areas of our college.
7. We will benefit from district strategic planning alignment.
  - The proposed plan aligns with the new 2019-2024 RCCD's strategic planning structure, which will facilitate communication and other interactions between Norco College and RCCD.
8. Our people matter.
  - Our current structure is burning out a small number of people. Wider participation is needed from growing constituency bodies to appropriately distribute the workload between our institutional stakeholders and to facilitate succession planning.



### ***What is different between the current and proposed strategic planning structures?***

- This proposal establishes two new Councils: Academic Council and Institutional Effectiveness & Governance Council.
- This proposal aligns each committee to a Council based on their functions. Once this structure is implemented, standing committees of the Academic Senate will still report to the Academic Senate, and the Academic Senate will lose none of its decision-making authority.
- The proposal elevates ISPC into a College Council charged to coordinate communication and agenda items amongst the other Councils.
- The proposal schedules all councils to meet during College Hour allowing for greater stakeholder participation, while reducing total hours spent in meetings.
- All four leadership councils would meet on the same day (4<sup>th</sup> Thursday proposed), helping to diffuse decision-making, increase participation, and expedite processes.
- College Council would meet during College Hour (2<sup>nd</sup> Thursday proposed).

### ***How does the revised structure align with the [RCCD Strategic Plan](#)?***

- Norco's College Council meets one day prior to District Strategic Planning Council's (DSPC) document submission due date. Norco College Council meets one week prior to DSPC's monthly meeting (3<sup>rd</sup> Friday).
- District Student Access & Success/Guided Pathways Council align with Norco's Student Support Council and Academic Council.
- District's Equity Council aligns with Norco's Student Support Council.
- District Resources Council aligns with Norco's Resources Council.
- District "Institutional Effectiveness & Planning" and "Advancement, Partnership & Communication" councils align with Norco's Institutional Effectiveness & Governance Council.

### ***What is the proposed scope/charge for each of the five Councils?***

#### **The College Council**

The College Council oversees institutional planning, monitors institutional progress in achieving the college's Key Performance Indicators (KPIs), ensures the integration of institutional strategic plans, and provides recommendations to the president. It also serves as the Accreditation Steering Committee.

The College Council will coordinate the agendas and communication items for subsequent leadership council meetings and coordinates with the Academic Senate as appropriate. The College Council will deliberate and consider proposals and recommendations received from the four Leadership Councils and Academic Senate deemed to have strategic, college-wide impact. After College Council input, college-wide strategic plans or proposals will then be forwarded to the College President.

## **The Four Leadership Councils**

Each Council is responsible for facilitating, coordinating & monitoring progress of their assigned Educational Master Plan (EMP) goals and objectives annually. Each council delegates decision-making authority and the college-wide implementation of efforts and projects to specific operational committees, groups, or positions. Ultimately the strategic coordination of Key Performance Indicator (KPI) improvement rests with each Council.

The four Leadership Councils (Academic, Institutional Effectiveness & Governance, Student Support, and Resources) inclusively allows all members of the college community to participate in the strategic decision-making and participatory governance process. Feedback and input from students, faculty, classified professionals, and administration are embedded via intentional, representative membership. The Councils facilitate collaboration and teamwork to promote dialogue and joint problem solving on key matters.

For operational/tactical matters, the Councils make recommendations to the area Vice President. For institution-wide plans of strategic importance, the Councils make their recommendations to the College Council, which in turn, after discussion, approves and forwards recommendations to the college president. When appropriate, the president shall communicate recommendations/decisions to the District Strategic Planning Committee or Chancellor and facilitate district-wide communications back to the College Council. The three presiding co-chairs of each leadership council are responsible for communicating all decisions to their council members, committees, and workgroups.

### **Academic Council**

The Academic Council (AC) coordinates, discusses, and makes recommendations regarding issues, functions, plans, and activities throughout Academic Affairs. It provides leadership and responsibility for ACCJC Standards IIA/B, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with Academic Affairs. The AC makes recommendations to the College Council and the Vice President of Academic Affairs.

### **Institutional Effectiveness & Governance Council**

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding issues, functions, plans, and activities throughout Strategic Development & Planning. It provides leadership and responsibility for ACCJC Standards I and IV, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with Strategic Development and Planning. The IEGC makes recommendations to the College Council and the Vice President of Strategic Development & Planning.

### **Resources Council**

The Resources Council (RC) coordinates, discusses, and makes recommendations regarding issues, functions, plans, and activities throughout Business Services. It provides leadership and responsibility for ACCJC Standard III, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with Business Services. The RC makes recommendations to the College Council and the Vice President of Business Services.

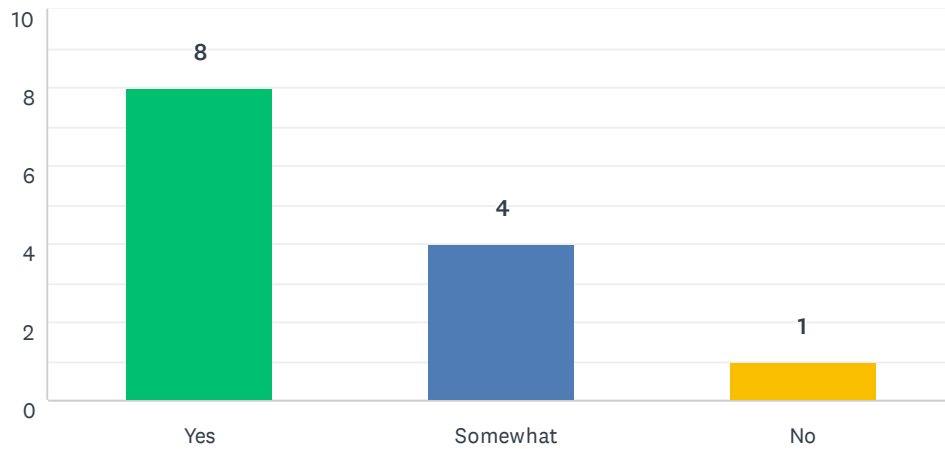
## **Student Support Council**

The Student Support Council (SSC) coordinates, discusses, and makes recommendations regarding issues, functions, plans, and activities throughout Student Services. It provides leadership and responsibility for ACCJC Standard IIC, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with Student Services. The SSC makes recommendations to the College Council and the Vice President of Student Services.

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## Q2 Do you feel you have a clear understanding of the structure and purpose of this committee?

Answered: 13 Skipped: 0

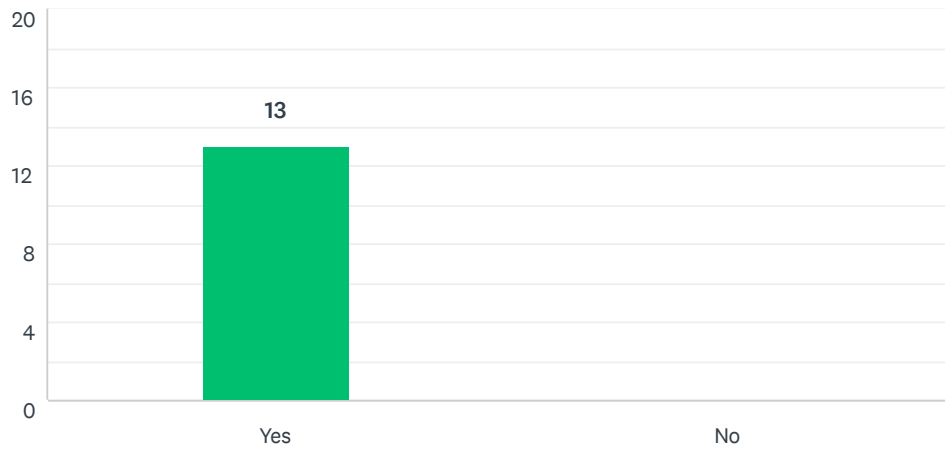


ANSWER CHOICES	RESPONSES	
Yes	62%	8
Somewhat	31%	4
No	8%	1
<b>TOTAL</b>		<b>13</b>

#	ADDITIONAL COMMENTS	DATE
1	The purpose and function of ISPC needs revision.	4/30/2020 9:54 AM

### Q3 Are agendas and minutes provided electronically prior to the committee meetings?

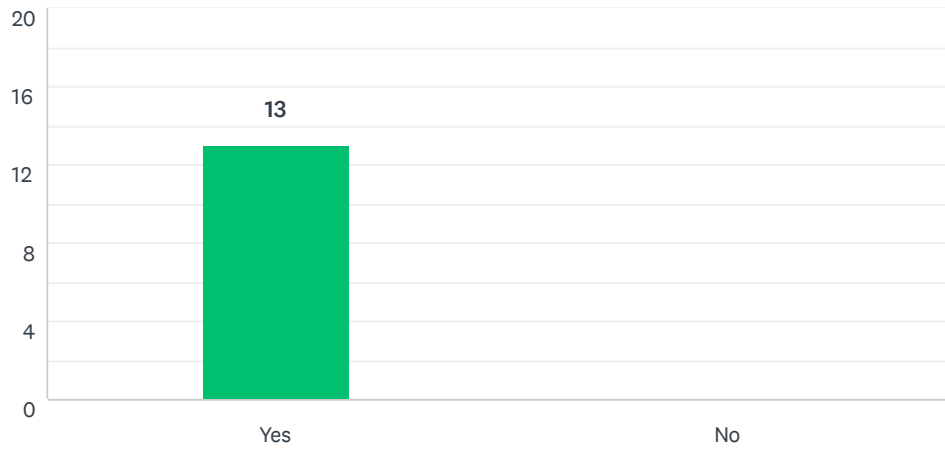
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100%	13
No	0%	0
<b>TOTAL</b>		<b>13</b>

### Q4 Are the agenda items usually completed within the meeting time?

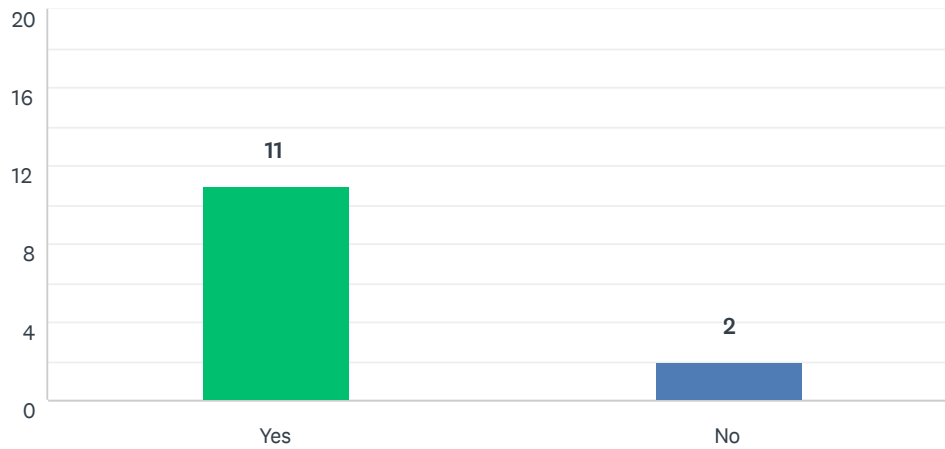
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100%	13
No	0%	0
<b>TOTAL</b>		<b>13</b>

## Q5 Are committee members given adequate information to make informed recommendations and decisions?

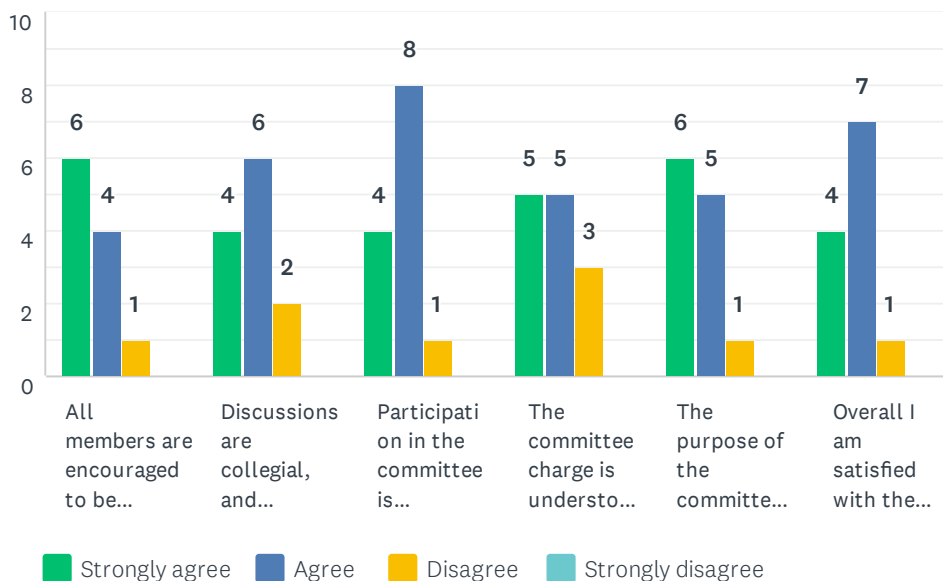
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	85%	11
No	15%	2
<b>TOTAL</b>		<b>13</b>

### Q6 Please rate your level of agreement with the following statements:

Answered: 13 Skipped: 0

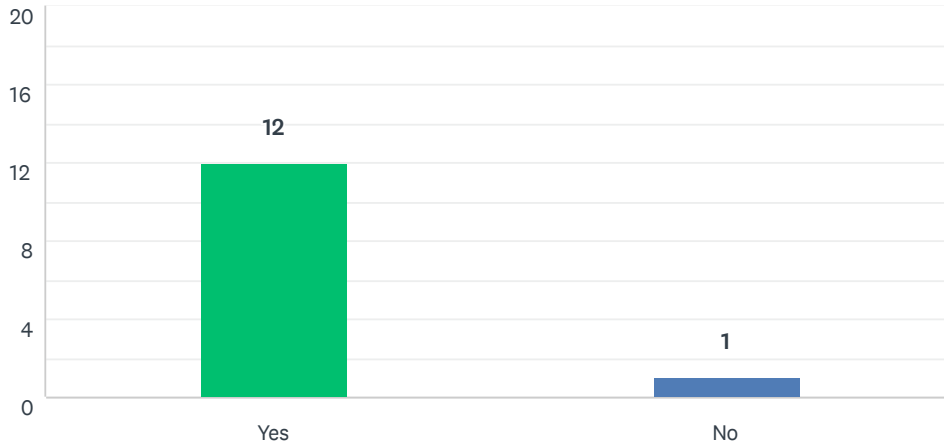


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
All members are encouraged to be actively involved.	55% 6	36% 4	9% 1	0% 0	11
Discussions are collegial, and differing opinions are respected.	33% 4	50% 6	17% 2	0% 0	12
Participation in the committee is meaningful and important to me.	31% 4	62% 8	8% 1	0% 0	13
The committee charge is understood and the members work towards fulfilling the charge.	38% 5	38% 5	23% 3	0% 0	13
The purpose of the committee aligns well with the college mission.	50% 6	42% 5	8% 1	0% 0	12
Overall I am satisfied with the committee's performance.	33% 4	58% 7	8% 1	0% 0	12



### Q7 Do you regularly communicate with the members of the constituent group you represent regarding key items discussed and actions taken during committee meetings?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	92%	12
No	8%	1
<b>TOTAL</b>		<b>13</b>

## Q8 Is there something that you would recommend to help the committee function more effectively?

Answered: 5 Skipped: 8

#	RESPONSES	DATE
1	Nope	5/1/2020 11:39 AM
2	Refine and narrow the scope of function and decision-making capacity of this council.	4/30/2020 9:54 AM
3	I think ISPC leadership should give an introduction to the committee's charge at the beginning of each semester/new year for new members. I think faculty and staff members need to understand the difference between strategic issues and operational issues and how ISPC fits into to College's strategic planning process.	4/29/2020 10:37 AM
4	-More strategic planning action related to the actual college plans and goal attainment. -Less "yes to this operational aspect/no to that operational aspect" of the college. Feels like the meetings have turned into a power trip. -Lessen the tension and have a more collaborative approach to "running" the meeting. Seems like only one of the tri-chairs "runs the meeting". -If the meetings are more welcoming and rich in thoughtful strategic planning content, people will want to participate and serve on ISPC.	4/29/2020 10:19 AM
5	It might be helpful to revisit the difference between strategic and operational decisions. ISPC was originally designed to handle only strategic decisions.	4/29/2020 10:11 AM

## Q9 Please make suggestions on how this evaluation (survey) could be improved:

Answered: 3 Skipped: 10

#	RESPONSES	DATE
1	Include a neither agree or disagree in #6.	4/29/2020 3:21 PM
2	I think you should add a "no opinion" option to your questions.	4/29/2020 10:37 AM
3	Using 5-point Likert scale with a neutral option will be helpful.	4/29/2020 10:26 AM