

Institutional Strategic Planning Council (ISPC)

September 17, 2014

1:00-3:00 (ST 107)

Attendees:

- **Attendees:**

Ruth Leal (Staff-Instructional Production Specialist*ISPC Chair*)

Diane Dieckmeyer (VP Academic Affairs*ISPC Chair*)

Melissa Bader (Faculty Rep to District EMTF *ISPC Chair*)

Deborah Tompsett-Makin (At-Large)

Barbara Moore (Transfer Faculty)

Benjamin Vargas (ASNC-President) (*Left 3:00*)

Natalie Aceves (Staff-Educational Advisor)

Ruth Jones-Santos (Staff-Administrative Assistant II)

Lyn Greene (Academic Senate President)

Beth Gomez (VP Business Services)

Monica Green (VP Student Services)

Ana Molina (Staff-Administrative Assistant II)

David Mills (Basic Skills Faculty) (*Left at 2:50*)

Jason Parks (Chair of Chairs – APC) (*Left at 3:00*)

Diann Thursby (Staff-Grants Administrative Specialist)

Greg Aycock (Dean of Institutional Effectiveness)

Mark DeAsis (Dean of Admissions and Records)

John Coverdale (CTE & Grants Advisory Rep)

Celia Brockenbrough (Library Faculty)

Jim Thomas (CTE Faculty)

Ruth Smith (Recorder)

- **Absentees:**

- **Guests:** Gustavo Ocegüera, Arend Flick, Koji Uesugi, Damon Nance, Sheryl Tschetter, Kimberly Bell

Welcome (Diane Dieckmeyer)

- Dr. Dieckmeyer welcomed the group and indicated that today her cell phone will be on during the meeting because she is covering for Dr. Parnell while he is attending a conference.

Approval of Minutes:

Approval of Minutes for September 3, 2014

Motion by Lyn Greene, second by Jason Parks to approve the minutes from the September 3, 2014 meeting. Motion approved with two abstentions.

I. Information Items:

A. Institution Set Standards Update (Diane Dieckmeyer)

- Institution Set Standards were not mentioned in the old accreditation documents, but they are included now.
- These are set by the US Department of Education and are used to identify a baseline for achievement and to assess institutional performance.
- Norco College's Institutional Set Standards are:
 1. Course Completion (success rate)
 2. Retention (based on fall-to-fall persistence)
 3. Degree Completion (percentage of new students who complete a degree within 6 years)
 4. Certificate Completion (percentage of new students who complete a certificate within 6 years)
 5. Transfer (percentage of new students who transfer to a 4 year institution within 6 years.)
 6. Licensure
 7. Job Placement
- Reviewed process and methodology used to determine Norco College's Institution Set Standards. Currently working on licensure and job placement rates.
- The ISPC discussed what steps should be taken if the college or a program is found to be performing below the Institution Set Standards.
 - The Academic Senate needs to discuss
 - Notify them – who is them?
 - Create a subgroup for ease in identifying who to notify
 - Define – programs
 - Our focus will be on the College not the “programs”
 - Dialogue
 - Resources needed
 - Focus on college and already declared programs.
- The ISPC requests that Lyn Greene take this item to the Academic Senate for comment.
- See PowerPoint attached.

B. ISPC Action Plans (Melissa Bader)

- Reviewed Goal #6 (Demonstrate Effective Planning Processes) and identified how the ISPC will address each of the three objectives that they are responsible for.
- See form attached (Goal 6).

C. Recommendation 1: “Develop a process to assess the evaluation mechanism.....” (Greg Aycock)

- Discussed possible responses to Recommendation #1 from the ACCJC visiting team. (Recommendation 1: Develop a process to access the evaluation mechanisms used in integrated planning and resource allocation to ensure that those evaluations are effective in improving programs, processes, and decision making structures)
- The evaluation mechanisms have been identified as:
 1. Survey of Effectiveness of the Planning Councils.

2. Survey of effectiveness of Academic Senate and Senate Standing Committees.
 3. Memorandum from College President to Norco College.
 4. Annual Progress Report on Educational Master Plan Goals, Objectives and Dashboard Indicators.
 5. Survey of Committee of the Whole Membership.
 6. Report of Resource Allocation.
 7. Open Dialogue Session
 8. Annual Evaluation Report.
- The ISPC will discuss and evaluate the effectiveness of the 8 mechanisms during their annual Fall retreat in December. The results will be included in the annual evaluation report.
 - Suggestion to have evaluation cycles where the evaluating process changes every couple of years.
 - See PowerPoint presentation attached.

D. Student Services Staffing Updates (Monica Green)

- Adding staff to Student Services general fund. Some positions are new and some are replacement positions. New positions are funded under Student Success & Support Program (SSSP) categorical funds. No new money is being utilized. All part of a re-organization.
 - Currently hiring an Interim Dean of Student Life – replacement for Dean of Special Funded Programs that is being eliminated.
 - Old matriculation position will help create new SSSP (Student Success and Support Program) positions that focus on three areas: Assessment, Orientation and Counseling.

E. Technology Replacement Plan – 1st Reading (Ruth Leal)

- A Technology Replacement Plan is an item that the ACCJC accreditation team looked for. This plan was prepared by the Norco Technology Committee and utilizes the strategic planning process.
- The plan covers technology replacement (on a staggered basis), reassignment and disposal of equipment, and conducting an annual inventory of all campus technology.
- The plan has been approved by the BFPC.
- See plan attached.

II. Action Items:

A. Smoking Area for STEM Center (Beth Gomez)

- A smoking location has been identified on the west side of the STEM center, away from the portables and outside of the fenced area.
- Discussed the possible need for a sign and a bench in that area.

Motion by Ruth Jones, second by Lyn Greene to locate the STEM smoking area on the west side of the building outside of the fence. Motion approved with one opposed.

B. Total Cost of Ownership Model (Beth Gomez)

- Have been working on this for about a year.
- Has already been approved by the BFPC.
- Beth shared/demonstrated the new Total Cost of Ownership Estimator.
- Form will be posted on the website.
- This will be a good tool when preparing your Program Review.

Motion by Diane Dieckmeyer, second by Deborah Tompsett-Makin to adopt the new Total Cost of Ownership Estimator form. Motion approved.

C. Professional Development Center Proposal (Jefferson Tiangco)

- Since the FiC provides support and training to all constituents of the college, not just faculty, this proposal requests a name change from the Faculty Innovation Center (FiC) to Professional Development Center.
- Request was approved by the BFPC last week.
- Proposal is attached.

Motion by Deborah Tompsett-Makin, second by Mark DeAsis to approve the name change of the Faculty Innovation Center (FiC) to the Professional Development Center. Motion approved.

III. Open Hearing:

- STEM is open as a study location for all students.

Adjourned – 3:05

Institution Set Standards

ISPC SEPTEMBER, 2014
DIANE DIECKMEYER

Why Institution Set Standards?

- US Dept of Education requires institutions to:
 - Set internal standards (baselines) for achievement
 - Assess institutional performance against these standards (baselines)
 - Use the assessment to set goals for improvement

How is this related to accreditation?

- US Dept of Education requires ACCJC to:
- Ensure compliance with USDE requirements
 - Evaluate the reasonableness of the internal standards (baselines)
 - Evaluate how well the institution is using the standards for improvement and planning

Institution Set Standards in New ACCJC Standards

- “The Institution establishes institution-set standards for student achievement, appropriate to its mission, **assesses how well it is achieving them** in pursuit of continuous improvement, and publishes this information (I.B.3.)”
- “The institution disaggregates and analyzes learning outcomes and achievement for subpopulations of students. **When the institution identifies performance gaps**, it implements strategies, which may include allocation of resources of human, fiscal and other resources, to mitigate those gaps and evaluates the efficacy of those strategies (I.B.6).”
- “The CEO guides institutional improvement ... by ensuring the college sets institutional performance standards for student achievement (IV.B.3.)”

Required Institution Set Standards

- Course completion (success) rate
- Degree completion
- Certificate completion
- Transfer rate
- Retention
- Licensure pass rates
- Job placement rate
- Any other area desired by the institution

Norco College's Process & Methodology

<p>Our Process:</p> <ul style="list-style-type: none"> • Developed by YOU in the ISPC. • Approved by ISPC May 1, 2013 • Approved by COTW May 28, 2013 	<p>Current Methodology:</p> <ul style="list-style-type: none"> • Determine the five year average. • Identify the percent that is one standard deviation below that mean.
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Norco College's Institution Set Standards

- Course Completion (success rate): 64.4%
- Retention (based on fall-to-fall persistence): 36.2%
- Degree Completion (percentage of new students who complete a degree within 6 years): 10.5%
- Certificate Completion (percentage of new students who complete a cert within 6 years): 5.6%
- Transfer (percentage of new students who transfer to a 4-yr institution within 6 years): 18.4%
- Licensure: TBD
- Job Placement: TBD

What's Next?

The visiting team recommends (External Report p. 27):

1. Evaluate the methodology to determine if one standard deviation is too low.
2. Develop ISS for licensure & job placement rates.
3. *"Determine what steps it will take if the College or a program is found to be performing below the institutional set standards."*

Discussion



What steps will we take if the College or a program is found to be performing below the institutional set standards?

NORCO COLLEGE ACTION PLAN FOR STRATEGIC PLANNING GOALS 2013-2018

GOAL 6: DEMONSTRATE EFFECTIVE PLANNING PROCESSES

GOAL OBJECTIVES			COMMITTEE(S) LEADING	BASELINE MEASURE	TARGET OUTCOME
Objective 1: Increase the use of data to enhance effective enrollment management strategies.			APC/ISPC		
Objective 2: Systematically assess the effectiveness of strategic planning committees and councils.			ISPC		
Objective 3: Ensure that resource allocation is tied to planning			APC/BFPC/ISPC/SSPC	(Use annual council survey results)	
Objective 4: Institutionalize the current Technology Plan.			TC	Plan adopted Spring 2013	Complete goals by Spring 2016
Objective 5: Revise the Facilities Master Plan.			BFPC		
Activities	Method(s) of Measurement	Overseeing Committee	Timeline	Responsible Offices/Parties	Objective(s) Addressed
SSPC Annual Resource Allocation Report		SSPC			3
SSPC Annual Review of Resource Allocation Process		SSPC			3
Lynda.com approved through Strategic Planning Process	Funded for one year	TC	2014/2015	TC	Objective 4
Annual Technology Survey	Data gathered from Survey	TC	Annually	TC	Objective 4
Collaboration with Strategic Planning Committees/Councils	Ongoing collaboration / meeting minutes	TC	Ongoing	TC	Objective 4
Annual Survey of Effectiveness	Survey	ISPC	Annually	ISPC/DIE	Objective 2
Meeting FTES targets	FTES percentage	ISPC	Annually	DOI/APC/VPAA	Objective 1
Review Planning Rubrics of Councils	Minutes	ISPC	Annually (spring)	ISPC	Objective 3



A PROCESS TO ASSESS THE EVALUATION MECHANISMS...

A Norco College Mystery

THE VERBIAGE

Develop a **process** to **assess the evaluation mechanisms** used in integrated planning and resource allocation to ensure that those evaluations are **effective** in improving programs, processes, and decision-making structures;

DEFINE THE TERMS BY USING THE DOCUMENT

- “Evaluation Mechanisms”
 - The team found no evidence that the College has reviewed these eight evaluation mechanisms (p. 26)
 - Survey of Effectiveness of the Planning Councils,
 - Survey of Effectiveness of Academic Senate and Senate Standing Committees,
 - Memorandum from College President to Norco College,
 - Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators”,
 - Survey of Committee of the Whole Membership,
 - Report of Resource Allocation,
 - Open Dialogue Session,
 - Annual Evaluation Report

DEFINING TERMS

- “Effectiveness”
 - ...in measuring improvement in the College's defined integrated planning and resource allocation processes (p. 26).
 - ...in assisting the College with reviewing and modifying all parts of the integrated planning and resource allocation process (p. 27)

WHAT'S THE PROCESS?

- Path Analysis-model with direct and indirect effects, exogenous and endogenous variables
- Rubric scoring processes, programs, decision-making structures
- A more comprehensive approach
 - Reflective discussion during Fall Retreat
 - ISPC evaluates effectiveness of 8 mechanisms-Annual Evaluation Report

MYSTERY SOLVED


- We know what the evaluation mechanisms are
- We know we are supposed to evaluate them for their effectiveness
- A good way to evaluate is by letting the minds of our ISPC membership reflect on strategic planning process and evaluation.

Norco College Replacement of Technology Infrastructure and Equipment Plan

As part of the Norco College Technology Principles and Guidelines, Norco College systematically plans for the replacement of technology infrastructure and equipment utilizing the strategic planning process. The Technology Committee coordinates with the District’s Micro Computer Support Staff and the College’s Instructional Media Center to plan for the replacement, reassignment, and evaluation of technology resources.

Mapping Technology Goals to the Strategic Plan:

The table below shows the alignment of the Technology Strategic Goals with the Strategic Goals of Norco College. The technology goals and strategies can be found in their entirety in the Implementation Grid within the Technology Strategic Plan.

	Increase student achievement and success	Improve the quality of student life	Increase student access	Create effective community partnerships	Strengthen student learning	Demonstrate effective planning processes	Strengthen our commitment to our employees
Norco College Technology Goals Make technology a priority at Norco College through training & support for faculty, staff, & students	X		X		X		X
Develop and continue to update a technology strategic plan for a college-based model		X	X		X	X	
Identify external and internal funding sources and maximize District IT funds for technology	X	X	X	X	X	X	
Provide tools for online students about effective use of the learning management system and online resources	X		X	X	X		
Provide tools for online faculty about online pedagogy and effective use of the learning management system	X		X		X		X
Create technology use and structure models and incorporate best practices in our use of technology college-wide	X	X		X	X	X	
Respond to the technology needs of the Norco College community	X		X	X	X		X

I. TECHNOLOGY REPLACEMENT PLAN

Technology plays a critical role in the College's educational mission and to sustain it the following replacement plan is recommended to ensure that computers and other technology on campus remain up-to-date.

- a. *Standard Office Technology*: This category includes all faculty and staff workstations, laptops, and tablets as well as computer peripheral devices, such as a keyboard, mouse, scanner, printer, etc. The computers in this category will generally be configured to run office software, such as word processing and spreadsheets. It is recommended that all standard office technology be replaced every four (4) years.
- b. *Special Use Items*: Items in this category would include specialized equipment, such as large screen multimedia computers, internet servers and switches, projectors, digital signage, video displays, automation servers, or other unique configurations. The replacement cycle for these items will be evaluated on a case-by-case basis, with no standard replacement period, although a life-cycle of between 3-5 years is expected.
- c. *Replacements Out of Cycle*: Faculty and staff workstation replacements before this four-year period are permissible, if either of the following conditions is met:
 - i. The workstation is *out of warranty and repair is not feasible*; or
 - ii. There is *adequate justification* that the workstation does not meet the requirements for the user's job.
- d. *Requests for Replacements Out of Cycle*: Requests for workstation replacements outside of the four-year refresh cycle must be submitted in writing utilizing the Technology Request Form. These requests should identify the workstation user, as well as the justification for the replacement.

II. STAGGERED REPLACEMENT

To ensure equitable balance between all areas of the College, allocation of technology resources is a representative and participatory process linked to the College's planning and budgeting process. Norco College maximizes grants and Perkins funding as well as the college budget to fund technology resources.

In order to control costs and minimize disruption to the College's operations, only a portion (approximately 25%) of the computer inventory is recommended to be refreshed every year. Equipment will be replaced based on age and program needs. As a result, the need to request new computer equipment will decrease unless there are programmatic or personnel changes.

- a. *Age of the Equipment*. The first criteria that will be considered are the age of the equipment. Under this criterion, replacement equipment is determined as a result of the annual inventory that identifies the oldest equipment on campus.

- b. Programmatic Needs. With regard to this criterion, technology resources, including technology refresh resources, are allocated based on priority needs. Needs are determined through the College's prioritization and ranking process which is part of the program review process, based on the programs, projects or initiatives correlation to the Technology Strategic Plan which is directly linked with the College's Strategic Plan, and classified as high, medium, or low priority.
 - i. *High Priority.* High priority initiatives are typically mission critical, required by code or law, essential to insure privacy, security and safety, or are driven by economic factors.
 - ii. *Medium or Low Priority.* Medium or low priority initiatives and programs are prompted by the need to stay competitive, improve efficiency, add value, create opportunities, improve services, and respond to the demand for more services.

III. REASSIGNMENT/DISPOSAL OF TECHNOLOGY EQUIPMENT BEING REPLACED

When technology equipment is scheduled to be replaced or reassigned, the equipment in question must be returned to the District Micro Computer Support staff located at Norco College. The equipment cannot be passed from one user to the next without being formally reassigned.

Micro Computer Support staff will evaluate returned technology equipment to determine its remaining life and appropriateness to be reassigned on campus. Technology equipment that does not meet reassignment standards will be disposed of in compliance with the RCCD Board Policy 6550 Disposal of Surplus Personal Property and federal grant regulations.

Technology equipment that is deemed appropriate for reassignment may be reassigned as requested on the Technology Request Form or based on the areas in need designated by the annual inventory list and lifecycles. Equipment in good working condition purchased with federal grant funds must first be offered to another federally funded grant program at the home campus, or the district. If the receiving department has no use for the equipment, then it can be reassigned to any department or staff member.

IV. ANNUAL INVENTORY

Campus technology services, such as Micro Computer Support and the Instructional Media Center, are responsible for maintaining custodial records of all inventoried technology equipment and related peripheral equipment on campus, including the person/department to which the equipment has been assigned. Departments responsible for managing grant funds must also maintain a separate equipment inventory list and it must be updated on an annual basis. Campus technology services shall assist these departments with maintaining an inventory list for federal compliance purposes. Only staff from these departments may transfer technology equipment from one office to another. Technology equipment purchased with grant funds shall not be transferred to other locations without first notifying the grant director. All inventory information will be kept up-to-date and provided to the Technology Committee on an annual

basis. This inventory is vital information for the Technology Use Model which helps plan for consistent updates, maintenance, replacement and purchases of all technology.

Proposal to Rename the Faculty Innovation Center (FiC) to the Professional Development Center (~~pde~~)

*Submitted and approved by the Professional Development Committee – May 19, 2014
Amended and approved by the Business and Facilities Planning Council – September 9, 2014*

Background

The Faculty Innovation Center (FiC) opened its doors in Fall 2010 along with the opening of the new Center for Student Success building. Since then, it has offered numerous technology workshops supporting the work of all Norco College employees as they provide technology-enhanced instruction and service to our students. The FiC houses the college's Instructional Technology Specialist who provides both instructional and administrative technology support to the institution's faculty and staff. With the recent proposal by the college administration to move the FiC to the Operations Center building, the Professional Development Committee (PDC) would like to propose to rename the facility as the new Professional Development Center (~~pde~~).

Rationale

While most workshops held at the FiC are open to all college employees, the topics covered are considerably geared toward a particular purpose and, to an extent, a particular audience. This past academic year (2013-2014), 23% of the workshops hosted by the FiC are geared towards instructional technology (e.g. Blackboard, Test Accommodations, Student Response Systems) while 73% of the workshops are more related with administrative work (e.g. OnBase Scanning, Galaxy, MS Outlook). The PDC acknowledges the diverse professional growth needs of faculty, staff, and administrators, and it aims to address these needs through a data-driven evaluation process including a feedback survey of workshop attendees. Moreover, the PDC has been working closely with the FiC to achieve both entities' purpose of providing professional development opportunities to all college employees in support of the institutional strategic planning goal of strengthening the college's commitment to its employees (Goal 7, Objectives 1 and 2).

As such, the current name does not sufficiently encompass the breadth of work and support the facility provides. It limits the perception from external constituencies (e.g. other colleges, local community, accreditation visiting team), who are unfamiliar with the internal processes and services of the college, that the facility only supports a particular group of the institution. Furthermore, after the committee made the first step in renaming itself from Faculty Development to Professional Development to address recent recommendations from the California Community Colleges Chancellor's Office Student Success Task Force (see SSTF Recommendation 6.1), this renaming proposal would be the next logical step. Finally, with the proposed space modifications slated to begin this upcoming summer break involving the move of

the entire FiC facility to the Operations Center, it would be the most cost-effective and least disruptive time to consider this appropriate name change.

Related Costs

As mentioned above, the proposed renaming will coincide with the space modifications planned in the upcoming 2014 summer semester. Costs associated with creating new signage should already be budgeted with the administration's current proposal. According to Business Services, the two signs posted outside of OC 110, the new location of the facility, would roughly cost \$150 each to replace. Although the Faculty Innovation Center is mentioned in documents related to accreditation and strategic planning (i.e. Technology Plan and Self Evaluation Report), it is unlikely that these documents would have to be revised and reprinted simply to accommodate this proposed renaming. Furthermore, the FiC is not identified in any college maps, both printed and electronic, that would result in any additional costs.

Conclusion

While the recent accreditation visiting team expressed concerns about the college's tendency to frequently rename departments and/or facilities, it should not hinder us in achieving our institutional goals. Therefore, in an effort to support the institution's strategic planning goal of strengthening our commitment to its employees, the Professional Development Committee submits this proposal to rename the existing Faculty Innovation Center facility to the Professional Development Center.