

**Institutional Strategic Planning Council**  
**May 15, 2019**  
**ST 107 (1:00-3:00pm)**  
**Minutes**

Members Present: Kris Anderson (Faculty Accreditation Co-chair), Greg Aycock, Melissa Bader (Faculty Co-Chair), Celia Brockenbrough, Peggy Campo, Monica Esparza, Kevin Fleming, Ruth Leal (Staff Co-Chair), Sam Lee, Mark Lewis, Barbara Moore, Chris Poole, Bryan Reece (Administrative Co-Chair), Kaneesha Tarrant, Jim Thomas

Members Absent: Michael Collins, Leona Crawford, Daniel Landin, Autumn Parra (ASNC Rep.), Mitzi Sloniger

Guests Present: Colleen Molko, Brandon Owashi, Gustavo Ocegura, Valorie Piper, Maureen Sinclair, Desirae Wagner, Caitlin Welch

Call to Order: 1:06 pm\*\*\*

Approval of Minutes:

Approval of Minutes for May 1, 2019

MSC(Lewis/Anderson)

Approved

2 Abstentions

Corrections: request to move Mark DeAsis, Dr. Fleming, Dr. James from members to guests.

**I. Action Item:**

**A. Student Equity Plan**

(Gustavo Ocegura)

MSC(Aycock/Moore)

Approved

Gustavo thanked Dr. James and Brandon for presenting the Equity plan for the first read at the last meeting. Gustavo request the committee to send questions and feedback to him. Has received a few questions about what we are doing in the area of pedagogy. Pedagogy training will be decided by consulting with faculty on what training should be provided. Trainings were provided in the prior two days. Change from the last ISPC meeting are the goals that are described in the plan. The Chancellor questioned if our goals are aggressive enough. Goals have now been aligned to the EMP, Brandon has been working on this. Differences in timelines of the plans, Equity has 3yr goals and the EMP has 5yr goals. The Equity goals have to be adjusted accordingly. Also made sure that in the EMP the groups we are focusing on are highlighted, African Americans, LatinX, Foster Youth, Men of Color and LGBTQ+. Brandon put together a handout of the timelines of the goals (attached to minutes). This is based off of the 80% rule. This is looking at a four year awards rate, degrees and certificates. This shows closing the gap by 10 years, close gap by 40% in 5 years and close gap by 24% in 3 years. It is difficult to predict what will be in the future so some assumptions of transfer rates have been made. These are the goals based on the assumption that headcount will increase proportionally across all

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groups. This handout will not be in the equity plan but it explains the rates that the goals are based on. In an E-vote the Diversity, Equity and Inclusion Committee voted unanimous yes on the Equity Plan. Focus groups were conducted with students focusing on the frameworks Five Principles for Equity by Design and the Six Factors for Student Success. Students were asked if the frameworks were what we should rely on in terms of interventions. A panel was also conducted with students focusing on the frameworks. These activities confirmed that we are on the right track using these frameworks. Their comments will be included during the summer.

#### Questions/Comments

- On the handout are these transfer or transfer ready? Transfer.
- The handout is very much appreciated to help with understanding these goals.
- Female Hispanic goal, if we meet the increase in 10 years, what is the percent of the Female Hispanic population at that time? 80%
- Recently at the ACCJC conference, Norco Colleges Equity plan has been read by many people. It is seen as a model. There was a request to share drafts, Gustavo shared with the entire Equity list serve unintentionally. As a result he received a lot of great feedback.
- The plans to achieve the goals are not fully laid out? No, they will change, the activities will come later as needed. This is a living plan. We need feedback from faculty. Included Professional Development ideas were extracted from Leading from the Middle professional development plan.

#### B. Education Master Plan MSC(Thomas /Moore) Approved

(Bryan Reece)

Dr. Reece gave an overview of the Education Master Plan including Regional transformation, College transformation and Student transformation. A handout Executive Summary of the Educational Master Plan was provided to the committee (attached) So far nine committees have voted to move the plan forward to ISPC. Added since the last meeting are the numbers from the Equity plan. Ruth, Melissa and Dr. Reece looked through the plan looking for anything controversial. 2024 objective 75 was the seen as the most controversial. If this is taken away objective 77 will still get us what we want. This may be attainable because many colleges in multi-college districts have their own foundations. Mission Vision and Values are updated in the plan, please review. The values are exactly the same except Integrity was added. The Education Master plan was approved by the committee to be moved forward for a college wide vote.

#### Questions/Comments

- Is the problem with the foundation that the current system doesn't focus on Norco College? In the past the regional fundraiser was done in Riverside and community members from Norco's surrounding communities were not present. We now do Dinner with the President that this year had in attendance over 250 local community members.
- If the chancellor can back and asked why we need our own foundation, what

would your response be? Because the current foundation is very Riverside centric, it doesn't have a very strong presence in MV or Norco. Mature colleges in multi-college districts move towards their own foundations and we believe we will have more success at raising money for students. Our foundation would still report to the board and could even report to the RCCD foundation.

- The problem can be seen as the current system is not branded to our college? Yes, we have grown out of the current system.
- How much did we raise at the Dinner with the President? \$20,000 net . What the District is going say is they are going to move towards having 3 fundraising developers at foundation, one for each college.
- What happened to Photonics and agriculture? Photonics is in Goal 7 objective 24. As far as agriculture, in the full document there is an area that lists all the programs.
- Did we add in the goal for the transfer center? It is in the full document. This is the broad umbrella. Dr. Reece will make sure that it is more specific before the vote.
- Objective 34 and 35 may be reworded to be more specific.
- Suggestion for more umbrella wording. There needs to be more about student life. Suggestion to add more details about student life: success, transfer, engagement, etc. We can amend the plan as we go.
- Chancellor doesn't worry about the vote he will take out what he wants.
- Goal 10 question, where is our target goal for increasing faculty? It's in the narrative, general statement in 41, this includes staff and faculty.
- In the narrative where does it address the ration of full-time to part-time faculty? Look at 47? What proportion is our goal? We could come up with our own rubric. Faculty uses 72/25, bare minimum.
- Where is the data for the college on our number of full-time to part-time faculty? Data mart has this data broken down by fulltime and part-time.
- Objective 27 the language is changing from incarcerated student education to something like prison education community. Inmate is not a word that should be used, suggestion to change the wording.
- Objective 74, is there more about the percent of the General Obligation Bond we are getting? No, but I have a plan.
- Comment on the 99 metric report, 77 objectives will not all be measured or quantitative goals that we have to report out. How many of them are quantitative? Not sure but we are not expecting IE to be gathering all that data. IE will help but formerly it will not be part of an annual report. We changed our approach to look at measures that are comprehensive and entail a lot of these objectives will be captured as we look at completion rates.
- There is still a fear around campus that we have to measure all of these. As a committee we need to inform people of the new measures. We have a plan to only have 13 measures that enrapture all of these objectives. The methodology is included in the plan.
- Suggestion to get the message out in Committee of the Whole
- Goal 10 objective 44, is there anything built in that we support our part-time faculty with resources, professional development and facilities.
- Profession Development Plan has a lot about adjunct faculty.
- In order to develop a culture that part time faculty feel included and valued at

Norco College. We need practices and resources, feelings are not measurable. Classified staff would also like resources and practices that support success.

- Page 51 of the plan has a good place to add the narrative.
- Suggestion for Objective 42 to include resources and support for classified and faculty.
- Melissa is thanked for her hard work on the Mission.
- A single statement is not a hard fast rule in a Mission statement.
- All the mission statement signs will need to be updated over the summer.

C. Facilities Master Plan

(DLR)

MSC (Tarrant /Thomas)

Approved

- DLR comments that it has been a privilege to work with us as a college and that we are inspiring. DLR presents an overview of the Facilities Master plan. Our current square footage is 168, 870 square feet, our deficit is 107, 262 square feet. Operations Center is the only space that is adequate. Other comparable colleges are over on space especially classroom space. We don't have enough of anything. Our campus today has a sea of parking and a small campus core. Most significant change since the last ISPC meeting is the early childhood education center. We need the road in order to build the EC center. Current buildings to be demolished under this plan are only STEM and the portables. Purple color on the plan are the opportunities for retail spaces. There is a multipurpose trail that goes around the campus that can be used for Equestrian trails, exercise, the public etc. Phase one includes the Veterans center, Early Childhood center and a new turn around that will eliminate some of the traffic challenges. Parking structures will be from 3- 5 stories high. There are three Phases that are planned to be completed by 2030. The Facilities Master plan was approved by the committee to be moved forward for a college wide vote.

Questions/Comments

- Is there more of the issue with improving the road (off of Hamner) or with building the road. No light on the road. Dr. Reece is meeting with the Norco City Council tonight to talk about the probability of this road among other things.
- What is the phase one funding based on? A mix of funding models, including the General Education Bond etc.

D. Student Support Services Grants

(Grants Committee)

MSC(Lewis/Anderson)

Approved

Three Grants that are due February 2020. Two are existing grant renewals and one new.

Student Support Services/TRIO (RENEWAL)

Student Support Services/TRIO, Disabilities (RENEWAL)

Student Support Services/TRIO (NEW)

The Student Support Services Program (S.S.S.) is a federally funded TRiO Program from the U.S. Department of Education designed to assist Community College participants with enhancing their academic skills, increase retention, and probability of their successful transfer and/or completion of a degree or certificate program.

The renewals have salaries and students that are being served that are reliant on the grants. The SSS/ TRiO for disabilities may be managed out of the disabilities resource center in the future.

The new grant was originally wanted to focus on Veterans but there was a worry that we would not have enough low-income first time veteran students. So it was decided to try and obtain another regular SSS that can be used to service many student populations. (Handouts are attached).

## **II. Committee Reports**

### **A. Grants Committee**

Handout of report provided to committee (attached)

### **B. Marketing Committee**

Handout of report provided to committee (attached)

### **C. ASNC**

Will be emailed to the committee at a later date

### **D. Academic Senate**

Will be emailed to the committee at a later date

## **III. Information Items:**

### **A. Institutional Self Evaluation Report**

(Kris Anderson)

Kris presents the ISER that is available online. Navigation is set up that helps you move around the document. Navigation is found on the tool bar under 'view'

Handout of a summary of the standards is provided. Committee is asked to look over the document especially in places that pertain to your expertise at the college. The standards are currently in different stages of completion. Some are waiting on District information and evidence. Please comment on the document. Please go into one section and review it before the end of the semester. Please use track changes if you see a place to input information. Evidence gathering and placing is an upcoming summer project. Please email Charise, Kris, Greg, Sam or Ruth with any questions.

#### **Questions/Comments**

- Does this committee have any recommendations on how to get people eyes on this document? We have a while to come up with a plan focusing on getting people to read it in the fall. Suggestions for trainings and mock interviews. Gohar our liaison from ACCJC is willing to come to the college. One strategy is to shut down the college and focus on different sections each time. Interviews could possibly allow people the chance to practice and think on their feet. There is an anxiety that needs to be addressed. There is a preconception of what the process is. Request for the committee to go

through the ISER and find at least one place to go through and leave a comment.

- This can be a scary process that we need to give people the opportunity to think on their feet
- Is it possible to put together the important points for reference so people feel more comfortable? We want people to feel comfortable.
- Are we going to think about it and come up with it in the fall because this is our last meeting? We have until March.

#### B. Strategic Development Annual Report

(Kevin Fleming)

A year ago Academic Senate voted to approve the re-org contingent upon an annual report in May. Kevin presents the Strategic Planning annual report. Highlights include: department has 12 employees, \$4.26 cents cost per dollar raised/ return on investment, 1.1 million in foundation gifts, 11 million applied for in grants etc. (Infographics handout attached to minutes). Packet of handouts given to committee members (attached) includes a mailer, mailed to every resident of Eastvale. In the report page two is a summary letter of the main accomplishments in the last year. There are eleven departments under Strategic Development. Challenges and opportunities- New unit with ongoing communication with the district about the roles and responsibilities. Between Strategic Development and various departments at the district. Strategic Development is not a part shared government. The Vice president is not a member of ISPC. Norco College brand is a challenge in the community. We are still RCC Norco campus too many in the community. We are in the process of trying to rebrand. We are investing in a national firm to help with comprehensive digital marketing and rebranding. CTE personnel were transferred from Academic Affairs over to Strategic Development. Have been working to put together a plan on how to return resources and personnel to support CTE.

##### Questions/Comments

- How is the conversation with the new vice chancellor? Going well so far, Dr. Reece has had a chance to talk with her.
- Suggestion to put Infographics in everyone's mailbox. Infographics flyer was a very much appreciated visual.
- At Academic Planning Council the department chairs support the CTE director or Associate Dean, have not had an official vote but APC can. In the conversation at the department chairs meetings. Faculty are looking out for CTE. It is not only CTE people who want this.
- Dr. Lee and Dr. Parks put in a Perkins plan to hire an individual to support CTE.

#### C. Budget Priorities Draft

(Melissa Bader and Sam Lee)

Information item, when drafting the budget over the summertime business services would like some feedback and priorities. These are closely aligned to the plans. Typically this is something that comes out of business services at many colleges, Dr. Collins was interested in this coming out of ISPC. Student Transformation is our first priority. This is a draft. Handout included in the minutes.

##### Questions/Comments

- What is the budget part of this document? These are the priorities for any money that are left. Each year this is done over the summer, this is our

opportunity to give some input.

- May be an issue if people need extra money for resources to do their jobs, will this be an issue if it is not specifically mentioned in this document? This does not impact any ongoing budgets. This assumes that we have adequate operational budgets. We can add as a priority to adequately fund existing departments and areas of the college.
- Goal for next year is to establish budgets for units, departments, areas of the college.
- Our current process is very dysfunctional.
- We need a plan for converting people from grants to general funds. Currently we are losing two people from Dual Enrollment. We need a metric how we measure and a rubric. We need a process for how we move people from soft money to general funds.
- Can't we take a process from another college that this is working for and use it as a model? The problem is that we are unlike any other community college, we are funded more by grants than most.
- Chancellor wants 25% of each college's budgets to be grant funded, we are currently at 40%.
- ISPC can prioritize this in the fall.

D. Open Dialogue May 29

(Ruth Leal)

1pm -3pm in CSS 217. No agenda, minutes from this ISPC meeting will be brought to the first meeting of the next year for discussion.

#### Questions/Comments

- Open dialog isn't really about anything. The open dialog will provide a dialog concerning college planning, program review, resource allocation, and decision making processes contributing to the achievement of course, program and institutional student learning outcomes. Very specific.
- Suggestion to present it in the beginning of the meeting, to subdivide the topics and provide an 'other'.

#### **IV. Good of the Order**

Question about anyone who's ISPC term is up. ISPC will ask the senate to extend Barbara Moore's term.

Meeting adjourned: 3:10pm

Next meeting September 4, 2019

Minutes submitted by Charise Allingham