

Institutional Strategic Planning Council
September 5, 2018
ST 107 (1:00-3:00pm)
Minutes

Members Present: Kris Anderson (Faculty Accreditation co-chair), Greg Aycock, Melissa Bader (Faculty Chair), Celia Brockenbrough, Peggy Campo, Leona Crawford, Michael Collins, Mark DeAsis, Raiann DeLa Cruz (Student Rep), Tenisha James, Daniel Landin, Ruth Leal (Staff Chair), Sam Lee, Mark Lewis, Barbara Moore, Chris Poole, Bryan Reece (Admin. Chair), Mitzi Sloniger, Jim Thomas

Members Absent: Monica Esparza

Guests: Kevin Carlson, Kevin Fleming, Marshall Fulbright, Colleen Molko, Jason Parks, Maureen Sinclair

Meeting commenced at 1:04pm

Approval of Minutes

Approval of Minutes for June 6, 2018

MSC (Thomas/Lewis)

Corrections: None

Approved. 5 Abstentions

I. Action Item

A. None

II. Committee Reports

A. None

III. Information Items

A. Open Dialogue Summary

(Ruth Leal)

The committee reviewed comments and discussion points from the Open Dialogue meeting last spring. The majority of the comments focused on:

1. Prioritization process and the need to work through a new process with enough time to have a college wide discussion and an overhaul of the process;
2. Grants and a larger discussion on guidelines and process, to be sure we are being strategic in how we vet and approve;
3. Training for the institution and how areas are staffed; and
4. Facilities

Comments/Questions:

- How will these be addressed? Chairs will incorporate in the committee agenda throughout the year.

- Suggestion to re-visit the list throughout the year to sure they are addressed by the end of the year.
- If committee members have items that need to be addressed in ISPC, feel free to email the committee chairs.

B. Grant Proposals & Process

(Kevin Fleming)

Colleen Molko shared the process for approving grant proposals during the summer. All approved grants align with the strategic plan; notification was sent to the college community via email over the summer:

- 2 DOL grants - Scaling Apprenticeship ECE (NC led) Advanced Manufacturing (Saddleback College led) – chose not to lead and therefore no longer on the schedule.
- CCC – Key Talent Hosts – submitted an application to serve as the host college in the areas of Advanced Logistics and Transportation and Energy Construction and Utilities, Deputy Sector Navigator \$200,000 funding.

Comments/Questions:

- How does this help the college? As a resource to region and the college in that region the college has a number of grants, this person can serve as an apprenticeship connection in the region. Ex. This person could convene an industry advisory committee on curriculum. No cost at all as far as salary. College would need to provide a workspace.
- The committee discussed at length the job description/duties of the Key Talent Host. Colleen will provide the job description for the minutes.
- The timeline for submission was August 15th with about a week lead time.
- \$200K a year should cover office equipment expenses for this person, there was no budget requested for the application.
- Advanced Technology educational proposal for NSF in support of Photonics. Proposal went in October 2017, received reviewers comments. It deals with the creation of three certificates: optoelectronics, precision optics, and photonics. This is a resubmission with no major changes, the district grants office is assisting with this grant. Colleen will provide the one-sheet for the minutes.
- Golden State Environment Justice Alliance – Private Foundation. This was an invitation to apply for \$50K for books and other expenses for ACE program students.
- James Irvine Foundation - Apprenticeship to address the skills gap in the IE. We have a chance to ask for as much as \$2-5M, to help create additional programs in the workforce development area.
- Walmart Foundation - Building a relationship to garner support for the articulation platform for veterans to earn college credit for military service.

This summer, after the institutional reorganization, we had a surge in development with several million in state appropriations and grants. Since the result of this new funding landed on Colleen's plate, leadership made a decision to move Colleen completely over to grants, and hired a NSF Director to meet the necessary oversight of the new funding. Dr. Reece asked for the committee's thoughts and recommendation on hiring the NSF Director.

This process raised the question; when we get money that is not general fund, how much should we use to support the college? We need an internal policy on how to handle the money.

This discussion also includes our prioritization process because of hiring decisions. General funds come in once a year and we plan accordingly throughout the year. Soft money can come in at any time. Sometimes it drives the need to hire additional staff and it does not go through the normal conversation and process. We need a hiring and allocation process for soft money. Kevin Fleming shared information from other institutions on how they handle their indirects and a proposal for 50% on pursuing other strategic initiatives, and 50% for college overhead and operations. See handouts.

Comments/Questions:

- Note that we cannot chase grants to support salaries.
- Indirect money represents the costs that are not direct to students like custodial and utilities. Indirects are not prescribed as far as budget with few restrictions on spending and are calculated on dollars spent only.
- Is the proposal to split the indirects 50-50 a firm number? The proposal should be agreed upon on before the money is on the table. Suggested to build flexibility in the process.
- The hope is to have a second process that does not have an annual stamp to it. Ex. Dual enrollment, can track new students, increased FTES, grant Ed advisor and counselor is a direct cost.
- Concern about equality for grant funded employees; it is important to be mindful of this, it is also important to be transparent about staff/services that are grant funded. Noted additional concerns of capacity issues of space.
- Grants empowered with a process that directs to institutionalization. Note that all grants to not need to institutionalize staff.
- When we did the reorganization, we broke apart the system. This does not work for the current structure. Need to have staffing plans over time for three years along the lines of program reviews where we look at something institutionally within the goals. This is a bigger conversation, not just for ISPC.

- Dr. Collins is assessing liability and how we put a plan in place for institutionalization. We must be mindful of grant money and personnel used in other capacities; the obligation for the staff is to the grant first.

D. Accreditation Update

(Sam Lee)

We have a draft of the institutional self-evaluation plan and the accreditation teams are meeting regularly. The goal is to review and update the draft and the front matter. Will be gathering evidence and scheduling a visit from our ACCJC rep this fall. Accreditation steering committee meeting is September 21st at 8:30am. The main charge is to help close the cap on SLOs. Kevin Carlson will reach out to faculty, schedule weekly drop in hours, and introductions. His appointment will be announced in the Regular Update along with his contact information and office location: Operations Center 110.

E. DSPC Update

(Ruth Leal)

District is updating the District Strategic Plan; subgroups are working on Mission, Vision, Values and goals. This is a work in progress, Ruth will share the draft. The approach is from a standpoint of the District as all three colleges and District Services. Budget presentation, reviewed numbers \$800K for classified managers districtwide, process to be announced for distribution amongst the Colleges, methodology TBD. Guiding principles for BAM will be presented at BFPC and ISPC.

F. COTW

(ISPC Co-Chairs)

- a. Tabled for the next meeting.

IV. **Good of the order**

- Please send ISPC agenda items to chairs by 9/12
- 9/17 11am – 1pm TBA Dr. Green's Farewell Party

Next meeting September 19, 2018

Meeting adjourned: 3:04pm

Minutes respectfully submitted by Denise Terrazas



CALIFORNIA COMMUNITY COLLEGES

Doing What MATTERS™

FOR JOBS AND THE ECONOMY

Key Talent Roles and Responsibilities 2018-19

Deputy Sector Navigator

Overview

Deputy Sector Navigators (DSNs) work with business and industry, colleges and other stakeholders to help create career educational opportunities for students. They proactively engage industry with the colleges in creating initiatives that enable student employment and lifelong learning in the sector. Consistent with the [Vision for Success](#), DSNs connect colleges with opportunities to enrich career education student success through relationships with business and industry, assist faculty and programs to increase student employability, and facilitate access to resources. Key requirements are for DSNs to apply business and industry expertise and fluency in articulating priorities, such that the colleges can take effective action. DSNs benefits to the colleges for an assigned sector include:

- Increased enrollment in college programs
- Increased student persistence and completion
- Increased student employment in living wage jobs

DSNs benefits to industry include:

- Bridging supply/demand gaps
- Enhancing the talent pipeline from colleges into the industry
- Bridging supply/demand gaps
- Upskilling incumbent workers to meet new technological demands

In addition, DSNs provide services to industry through facilitation of initiatives designed to increase economic development of the sector and promote workforce development activities.

Specific DSN Roles and Responsibilities

Build and Manage Industry Partnerships:

- Identify industry priorities through industry data, LMI data, LaunchBoard, and Centers of Excellence research, focusing on:
 - Supply/demand gaps that can be filled by the colleges
 - Skills gaps that can be filled by the colleges
 - Market and technology trends that are impacting workforce requirements
 - Economic and policy drivers that can be leveraged in workforce development
 - Key industry players such as associations and major employers
 - Key community college programs in the region that can be leveraged
- Cultivate regional industry advisory councils with the following functions:
 - Engage major employers across the regional labor market
 - Develop a common understanding of supply/demand and skills gaps
 - Initiate and manage industry engagement with faculty and administrators

- Convene regional collaboratives to facilitate faculty and industry joint actions
- Facilitate sustainability of the regional collaboratives
- Conduct additional research as required:
 - Convene industry focus groups on specific occupations or initiatives
 - Attend conferences and seminars to expand knowledge of industry priorities
 - Arrange primary research to inform curriculum development
 - Convene sector specific faculty groups

Develop Initiatives to Enrich Student Success:

- Develop and execute a regional sector strategy
 - Engage industry stakeholders, the SN, and other DSNs in creating a strategic plan to benefit the region's community college programs by addressing industry priorities
 - Involve external stakeholders such as: workforce boards, regional economic development groups, non-profit groups, K-12, and others
 - Support community college staff to implement the Strong Workforce Program; such as Workforce Pathway Coordinators, K-14 Technical Assistance Providers
 - Involve internal stakeholders, such as; Chief Instructional officers, CTE Deans, CTE Directors, CTE faculty, and others
- Create program enrichment proposals for consideration by the colleges:
 - To increase enrollment
 - To build or enhance Guided Pathways
 - To bridge supply/demand gaps
 - To bridge skills gaps
 - To align with regional industry priorities
 - To align with industry-recognized credentials
- Assist Colleges in executing successful initiatives:
 - Assist colleges and programs with market intelligence information
 - Coordinate sector focused faculty professional development
 - Infuse current industry expertise into curriculum development
 - Build CTE faculty communities of practice
 - Braid funds to support initiatives
- Align with each college's integrated planning process
 - Secure dean-level approval before proposing new initiative to a college
 - Prepare documentation needed for college approval
 - Assist in curriculum planning and approval process
 - Maintain appropriate information flow with the CTE Dean and college administration

Leverage Assistance and Resources:

- Align regional initiatives with statewide sector strategies
- Collaborate with the statewide Sector Navigators (SN) and other DSNs in developing initiatives
- Work with the RC and COE to integrate initiatives into the regional plan/strategy
- Facilitate preparation and approval of SWP and other funding sources
- Match new funding opportunities to appropriate initiatives and colleges
- Assist in identifying adjunct instructors within industry
- Provide resources to convene colleges in communities of practice
- Facilitate connections to initiatives and resources from Workforce boards and regional economic development councils

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL INFORMATION FORM

GRANT PROPOSAL INFORMATION Information Item. Proposal is being revised. Some items may change during the revision.	
Proposal Initiator	Colleen Molko
Email Address	Colleen.molko@norcocollege.edu
Phone Number	951-739-7808
Department	Strategic Development
Proposal Name/ Title	Norco College Photonics Project
Please provide a brief description or an abstract of this proposal.	We will be requesting approximately \$600,000 over three years to develop and offer three photonics certificate programs, market the programs through various events, purchase equipment required to outfit a photonics lab, and establish internship opportunities for students.
Funding Agency/ Source	National Science Foundation
Annual Funding	Not specified
Total Funding	\$600,000 maximum for up to three years
Grant Duration (start and end dates)	July 1, 2018 – June 30, 2021
Proposal Due Date	October 16, 2018
List grant Objectives	1) Establish Norco College as the Inland Empire's go-to Photonics Technology training center by establishing three distinct certificate programs in photonics technology and offering a minimum of 11 course sections over the period of the grant 2) Engage our industrial partners to assist in the development of photonics coursework that teaches the skill sets that they desire 3) Develop our industrial partnerships in a range of interactive activities, from resource donations and facilities tours to applied internships and employment opportunities 4) Foster interest and enrollment for veterans and high school students who are interested in photonics technology, but are unable to pursue any credential beyond a certificate program, for academic, financial or familial reasons 5) Increase public awareness of the science of light in the community, including the prospect for high-wage employment 6) Conduct at Norco College photonics-based training workshops for high school and college science teachers
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development,	(A) Establishing fundamental optics and photonics courses at Norco College, building upon an existing foundational electronics curriculum core;

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL INFORMATION FORM

activities, etc.)	this will form the foundation of three distinctly separate certificates in Photonics Technology. (B) Partnering with local high schools to increase awareness of careers in science, technology, engineering, and math (STEM) while fostering dual-credit technical coursework, and (C) Enhancing our existing partnerships and building new ones with leaders in the local optics industry to implement hands-on learning opportunities at local industrial sites, to bring state-of-the-art, professional equipment into Norco College's photonics laboratories, as well as hands-on internship opportunities that lead to employment.
What are the short-term, and/or long-term requirements/obligations for the college if this proposal is funded?	That Norco College would establish three certificate programs in photonics (PORs attached)
List titles of personnel needed to implement the grant and note if the positions are new or existing.	We are required to name the Principal Investigator, Glen Graham.
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained approvals?	Up to 40% of Glen Graham would be assigned to implement the project.
Describe how many workstations, office space, and/or facilities will be needed to implement this grant?	One existing (no new) faculty office and lab space to offer photonics courses
List college and/or district strategic Initiatives that this proposal addresses.	Photonics Initiative
Who will benefit from this grant if funded and how? (College students, faculty, staff, administrators, high school students, other)	Norco College students and local industry in need of trained photonics technicians
Does this grant require community or industry partners? If yes, list partner(s).	To have a chance of being funded, yes. We have the support of the Naval Surface Warfare Center and Y.K. Bae Corporation.
Is there a dollar match requirement? If yes, provide details.	No, there is no match requirement.

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL INFORMATION FORM

Is it necessary to seek approval from academic/student services departments to implement the proposed activities? If yes, have you obtained the necessary approvals?	On 9/19/17, BEIT approved new LOT (Laser and Optical Technology) discipline. Certificates/degrees would go through the established curriculum process.
What information is needed from Institutional Research and Effectiveness to complete the proposal?	N/A
If approved, who will develop the proposal?	This is a re-submission of last year's proposal. The District Grants Office is working with Glen Graham to address the reviewers' comments.
Will it be necessary to hire grant consultants to prepare this proposal? If yes, provide a cost estimate.	No
COMMITTEE APPROVAL	
<i>Date:</i>	
<i>Approvals:</i>	Co-Chair: Co-Chair:
ISPC APPROVAL	
<i>Date:</i>	
<i>Approvals:</i>	Tri-Chair: Tri-Chair: Tri-Chair:

NORCO COLLEGE

INDIRECT REINVESTMENT PROCEDURE

2018

Preamble

Norco College intends to increase college-going rates and college-completion rates, thus changing the trajectory of our students' lives and the trajectory of our surrounding communities. To expand this effect dramatically, part of our strategy must include intentionally building a college campus that is larger, beautifully constructed to stimulate social interaction, and designed to generate academic success. The Strategic Development staff should be funded by our fundraising efforts as much as possible and fundraising success towards our \$800 million goal will require proportionate growth in the Strategic Development area.

Direct vs Indirect Costs

Every sponsored project has both Direct and Indirect Costs. The direct costs are those that can be specifically and easily identified with a particular project or activity (e.g. instructional equipment or staff) and are allowable under the sponsoring organizations guidelines. Indirect costs¹ are those costs that are incurred for joint objectives across projects, and cannot be specifically and easily identified with a particular sponsored project, an instructional activity, or any institutional activity. These costs, sometimes called "facilities and administrative costs (F&A)" or "overhead," cannot be claimed as direct costs.

Indirect costs are not profit. Instead, they are part of the real costs of securing, reporting, and/or conducting resource generation activities. Indirect costs may include building and equipment depreciation and use allowance; strategic development administration; departmental, sponsored program, and sponsored project administration expenses; interest; endowment growth; reinvestment into college initiatives; and/or operation and maintenance expenses.

Pre-Established Indirect Rates

A number of indirect rates already exist throughout the district:

- The Riverside Community College District Foundation has established a 5% administration fee on all private gifts and donations. This amount is not shared with the district office nor the college.
- Riverside Community College District has negotiated with the Department of Health and Human Services to establish an approved indirect rate to support grants and contracts with the Federal Government. This rate is 37.5% for on-campus programs and is 18% for off-campus programs (e.g. grants within the RCCD Office of Economic Development).
- [BP/AP 3280](#) (Section 1.7) requires a minimum 10% indirect rate to be charged to grants unless alternatively prescribed by the funding agency to be lower (e.g. CA grants at 4%) or larger (e.g. NSF grants at 37.5%).

¹ According to the federal Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards issued by the Office of Management and Budget (Uniform Guidance)

Norco College Indirect Rate

In compliance with BP/AP 3280, Norco College establishes a minimum 10% indirect rate on all grants, private gifts, appropriations, and foundation contributions unless alternatively prescribed by the funding agency to be lower or higher. Exceptions include:

- Some private foundations do not permit/fund indirect costs. To increase the College's ability to secure gifts/grants from private sources, Strategic Development may waive applying an indirect rate on a case-by-case basis.
- The RCCD Foundation manages accounting functions on nearly all philanthropic money received from private sources. As our district's 501c3 entity, they receive, hold, invest, and manage money from private sources in scholarship, unrestricted, and programmatic accounts. For non-scholarship programmatic gifts received through the RCCD Foundation, the total indirect may not exceed 10% (5% Foundation and $\leq 5\%$ Norco College) if Strategic Development and RCCD Foundation personnel mutually agree the college shall manage fund expenditures.

State & Federal Grants

District Split

Currently, our district office keeps 17% of all indirects from grants received to support human resources, payroll, purchasing, IT and other district services. The balance (83%) remains with Norco College.

College Allocation: Grants

From the remaining 83% of indirects that we may internally allocate, Norco College shall reinvest 50% of indirects back into raising additional funds via the Strategic Development unit to increase our college-wide capacity for external revenue generation. The Executive Cabinet will allocate the other 50% to college-wide needs/priorities as permissible and outlined above. Thus, the total indirect split for state and federal grant revenue would be 17% District, 42% College, and 41% Strategic Development.

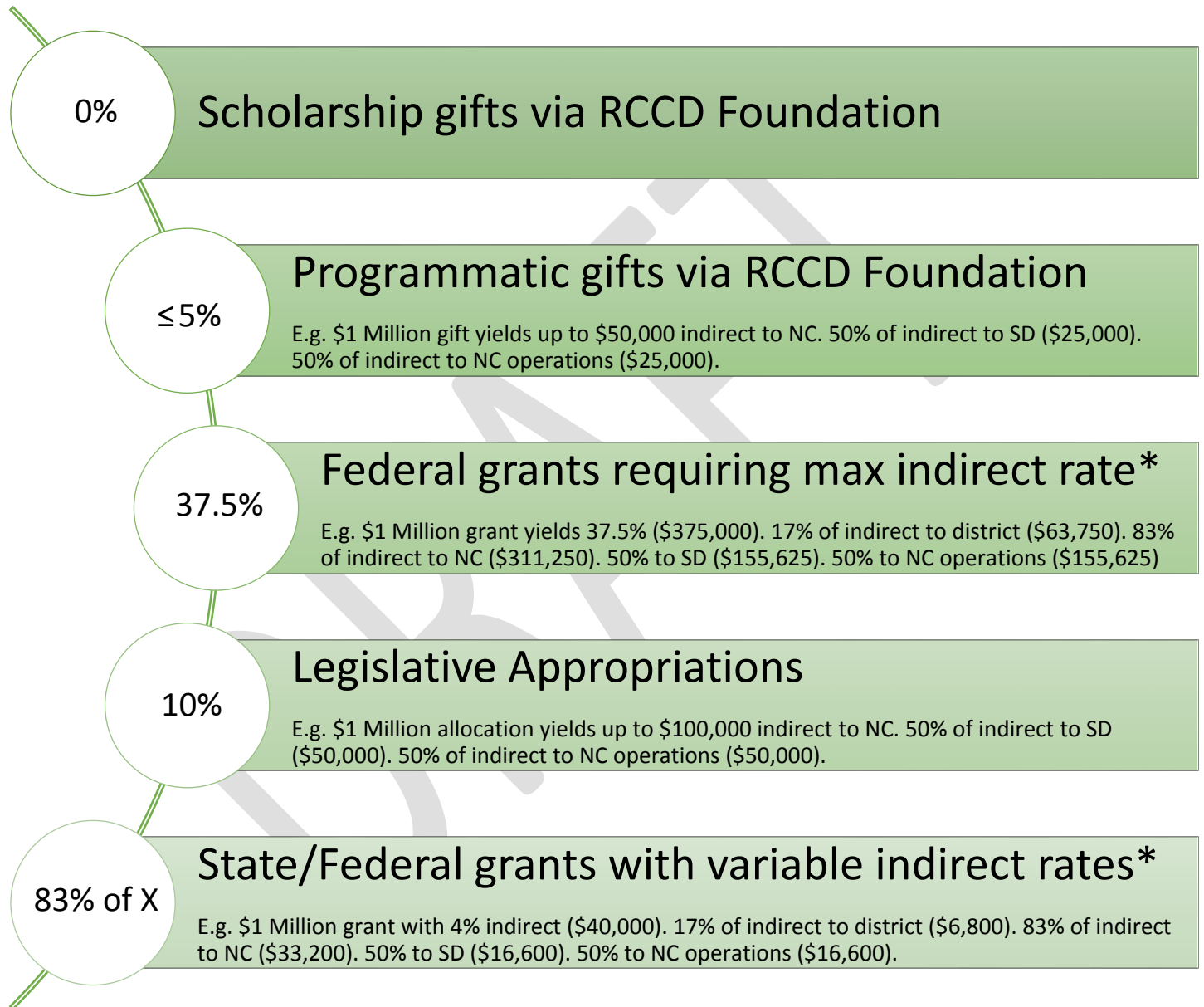
The college shall avoid spending indirects that may need to be returned to the funding agency due to the unspent grant funds by the sponsoring department. Therefore, the process for allocating the Strategic Development unit's share of Norco College's indirect will be as follows: At such time the Norco College Business Services Office receives the college's portion of indirect, the share due Strategic Development will be transferred into the budget account established for that purpose.

Indirect Expenditures & Personnel

Norco College's current program review, resource allocation, and participatory governance processes are designed for general fund expenditures. Historically, all categorical and/or one-time funded positions/expenditures are executed expeditiously requiring only Executive Cabinet approval. To facilitate ongoing and robust fundraising efforts in support of college programs and initiatives, Strategic Development will raise money in big spurts and this will require personnel decision-making that does not fit into our general-funded allocation processes. Thus, personnel decisions utilizing categorical or indirect revenue may be executed swiftly in accordance with this procedure, with Executive Cabinet approval. Transitioning Strategic Development personnel onto the general fund in the future shall occur through the college's program review and resource allocation process.

NORCO COLLEGE INDIRECT RATES

INDIRECT REVENUE EXAMPLES BY SOURCE



X = ALLOWABLE INDIRECT RATE

* EXAMPLES ARE FOR ILLUSTRATIVE PURPOSES ONLY AND DO NOT FULLY ACCOUNT FOR REDUCTIONS IN RECEIVED INDIRECT DUE TO UNDERSPENT AWARDS, DRAWDOWNS, NOR SUB AWARD AGREEMENTS. DISTRICT OFFICE RECEIVES 17% OF STATE/FEDERAL GRANT INDIRECT REVENUE.