

## **Institutional Strategic Planning Council (ISPC)**

September 5, 2012

1:00-3:00 (ST 107)

### **Attendees:**

- **Attendees:** Diane Dieckmeyer, Deborah Tompsett-Makin, Gail Zwart, Melissa Bader, Celia Brokenbrough, Jason Rey, Shaunna Winn (ASNC), Myrissa Cameron (ASNC), Ruth Leal, David Bobbitt, Debbie DiThomas, Andy Aldasoro, Sharon Crasnow, Mark Lewis, Greg Aycock, Jim Thomas
- **Absentees:** Leona Crawford, Mark DeAsis, Joe Eckstein
- **Guests:** Koji Uesugi, Arend Flick, Monica Green,

### **Welcome:** - Dr. Diane Dieckmeyer

Dr. Dieckmeyer welcomed everyone to the first meeting of the fall semester. She introduced the new members.

### **Approval of Minutes:** - Dr. Gail Zwart

**Motion by Jim Thomas, second by Celia Brokenbrough to approve the minutes for the May 16, 2012 meeting. Motion approved with six abstentions.**

### **I. Information Items:**

#### **A. President's Remarks – Dr. Paul Parnell**

- Dr. Parnell thanked everyone for their participation on this very important committee. He shared his views about the people and events at Norco and how well the semester was going.

#### **B. Vision Statement – Dr. Diane Dieckmeyer**

- Dr. Dieckmeyer reviewed the work that was done on vision statement at the last meeting and reminded everyone that the draft statement had been e-mailed to nor-all for comment before being presented for the first reading at the Committee of the Whole.
- The concern that was expressed regarding the use of the word “challenge” was discussed.
- The committee suggested some possible revisions.
- Dr. Dieckmeyer reviewed the next steps needed in order to finalize the vision statement.

### **Original Vision Statement**

Norco College – creating opportunities to transform our students and community for the dynamic challenges of tomorrow.

### **Revision #1**

Norco College – creating opportunities to transform our students and community for a dynamic and ever-changing tomorrow.

### **Revision #2**

Norco College – creating opportunities to transform our students and community for a dynamic tomorrow.

### **Revision #3**

Norco College – creating transformative opportunities to prepare our students and community to face the dynamic challenges of tomorrow.

## **C. Strategic Goals Development – Dr. Gail Zwart**

- Gail reviewed the work that was started at our last meeting.
- The committee discussed the definitions of goals and objectives.
- The goals in the old Strategic Plan and Process booklet were used as a starting point.

### **Existing Strategic Planning Goals**

1. Increase student retention, persistence and success
2. Improve the quality of student life
3. Increase student access
4. Enhance academic programs and learning environment to meet student and community needs
5. Enhance institutional effectiveness

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- The committee utilized the goals/objectives list that was created at the April retreat (see attached) and connected them with one of the goals listed above and/or made appropriate changes.

#### **1. Increase student retention, persistence and success**

- *Reduce conflicts between disciplines to support completion and transfer for programs.*
- *Improve transfer and completion by 25% in five years.*
- *Establish partnerships with local districts.*
- *Increase percentage of basic skills students who complete the pipeline.*
- *Create/implement a one year schedule.*

#### **2. Improve the quality of student life**

**3. Increase student access**

- *Reduce students in basic skills to increase percent of Corona/Norco students at college.*
- *Take into consideration the ingress/egress – coordinate with JFK.*
- *Create/develop relationships with CNUSD. Unify efforts to create relations with SSV, DRC, EAP, TRIO, etc.*

**4. Enhance academic programs and learning environment to meet student and community needs**

- *Support special relationship with JFK students.*
- *Academic summer camps.*

**5. Creating Community Partnerships**

- *Partnerships with the City of Norco – Nike*

**6. Misc.**

- *Strategic planning*
- *Technology plan*
- *Enrollment management*
- *Professional development*
- *Shared governance*
- *Develop plan for enrollment growth when economy improves.*
- *Develop plan for library growth. Utilize the library mezzanine. Maximize current space.*

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- It was stated that there should be a goal related to academic programs.
- The committee affirmed maintaining the following existing strategic goals:
  - Increase student retention, persistence and success
  - Improve the quality of student life
  - Increase student access
- The committee added:
  - Creating community leadership
- Greg will review Norco's current survey questions to determine how they can help measure our goals. He will discuss his findings at the next meeting.
- Student services will be conducting a "climate" survey. Dr. Green will bring a copy of the survey to the next meeting.
- Dr. DiThomas will look at the Student Success Task Force requirements and share her comments with the committee at the next meeting.

**Adjourned** – 3:00

# **STRATEGIC PLAN GOALS/OBJECTIVES**

(Retreat – April 27, 2012)

## **Group #1**

1. Reduce conflicts between disciplines to support completions and transfer for programs.
2. Improve transfer and completion by 25% in five years.
3. Establish partnerships with local districts - to reduce students in need of B.S. – to increase percent of Norco/Corona students at college.
4. Develop plan for enrollment growth (center/facility) when economy improves. (Measure: yes/no) by 2 years. Develop plan for library growth – 2015.
5. Use these processes – Student Success Task Force – 2:4 – Institute practices/intervention/incentives/opportunities to move (support) B.S. into programs more quickly. EAP in 2015, in 2 years.

## **Group #2**

1. Create/implement a one year schedule. Collaborate – APC and ISPC. Institutionalize scheduling criteria. Include student needs. Develop a more formal process. Evaluate the process. Take into consideration the ingress/egress – coordinate with JFK.
2. Create/develop relationships with CNUUSD. Unify efforts to create relationships with SSV, DRC, EAP, TRIO, etc.
3. Kennedy students = volunteer hours (mentoring)
4. Partnerships with the City of Norco – Nike
5. Make sure Norco College students that need bus passes are able to get them.
6. Academic Summer Camps.
7. Utilize the library mezzanine. External partnerships. Nike wing. Maximize current space.

# STUDENT SUCCESS TASK FORCE RECOMMENDATIONS

**Yellow** = the items that may be implemented regardless of funding;

**Green** = the items for which statewide workgroups have already been established;

**Left Alone** = the items that may depend on funding.

## Student Success Task Force Recommendations

### 1. Increase College and Career Readiness

1.1. Community Colleges will collaborate with K-12 education to jointly develop new common standards for college and career readiness that are aligned with high school exit standards.

### 2. Strengthen Support for Entering Students

2.1. Community colleges will develop and implement a common centralized assessment for English reading and writing, mathematics, and ESL that can provide diagnostic information to inform curriculum development and student placement and that, over time, will be aligned with the K-12 Common Core State Standards (CCSS) and assessments.

2.2. Require all incoming community college students to: (1) participate in diagnostic assessment and orientation and (2) develop an education plan.

2.3. Community colleges will develop and use centralized and integrated technology, which can be accessed through campus or district web portals, to better guide students in their educational process.

2.4. Require students whose diagnostic assessments show a lack of readiness for college to participate in a support resource, such as a student success course, learning community, or other sustained intervention, provided by the college for new students.

2.5. Encourage students to declare a program of study upon admission, intervene if a declaration is not made by the end of their second term, and require declaration by the end of their third term in order to maintain enrollment priority.

### 3. Incentivize Successful Student Behaviors

3.1. The Community Colleges will adopt system-wide enrollment priorities that:  
(1) Reflect the core mission of transfer, career technical education and basic skills development;  
(2) Encourage students to identify their educational objective and follow a prescribed path most likely to lead to success;  
(3) Ensure access and the opportunity for success for new students; and  
(4) Incentivize students to make progress toward their educational goal.

3.2. Require students receiving Board of Governors (BOG) Fee Waivers to meet various conditions and requirements, as specified below:  
(A) Require students receiving a BOG Fee Waiver to identify a degree, certificate, transfer or career advancement goal.  
(B) Require students to meet institutional satisfactory progress standards to be eligible for the fee waiver renewal.  
(C) Limit the number of units covered under a BOG Fee Waiver to 110 units.

3.3. Community Colleges will provide students the opportunity to consider the benefits of full-time enrollment.

3.4. Community Colleges will require students to begin addressing basic skills needs in their first year and will provide resources and options for them to attain the competencies needed to succeed in college-level work as part of their education plan.

### 4. Align Course Offering to Meet Student Needs

4.1. Highest priority for course offerings shall be given to credit and noncredit courses that advance students' academic progress in the areas of basic skills, ESL, CTE, degree and certificate

attainment, and transfer, in the context of labor market and economic development needs of the community.

**5. Improve the Education of Basic Skills Students**

5.1. Community Colleges will support the development of alternatives to traditional basic skills curriculum and incentivize colleges to take to scale successful model programs for delivering basic skills instruction.

5.2. The state should develop a comprehensive strategy for addressing basic skills education in California that results in a system that provides all adults with the access to basic skills courses in mathematics and English. In addition, the state should develop a comparable strategy for addressing the needs of adults for courses in English as a second language (ESL.)

**6. Revitalize and Re-Envision Professional Development**

6.1. Community colleges will create a continuum of strategic professional development opportunities, for all faculty, staff and administrators to be better prepared to respond to the evolving student needs and measures of student success.

6.2. Community Colleges will direct professional development resources for both faculty and staff toward improving basic skills instruction and support services.

**7. Enable Efficient Statewide Leadership & Increase Coordination Among Colleges**

7.1. The state should develop and support a strong community college system office with commensurate authority, appropriate staffing, and adequate resources to provide leadership, oversight, technical assistance and dissemination of best practices. Further, the state should grant the Community College Chancellor's Office the authority to implement policy, consistent with state law.

7.2. In collaboration with the Chancellor's Office, districts and colleges will identify specific goals for student success and report their progress towards meeting these goals in a public and transparent manner (consistent with Recommendation 7.3).

7.3. Implement a student success score card.

7.4. The state of California should develop and support a longitudinal student record system to monitor student progress from elementary through postsecondary education and into the workplace.

**8. Align Resources with Student Success Recommendations**

8.1. Encourage categorical program streamlining and cooperation.

8.2. Invest in the new Student Support Initiative.

8.3. Encourage innovation and flexibility in the delivery of basic skills instruction.