

## MINUTES

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

November 4, 2015

1:00-3:00 (ST 107)

#### Attendees:

- Attendees:

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

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

**Diane Dieckmeyer (VP Academic Affairs\*ISPC Chair\*)**

Barbara Moore (Transfer Faculty)

Natalie Aceves (Staff-Educational Advisor)

Peggy Campo (Academic Senate President)

David Mills (Basic Skills Faculty)

Jason Parks (Chair of Chairs – APC)

Greg Aycock (Dean of Institutional Effectiveness)

Jim Thomas (CTE Faculty)

Celia Brockenbrough (Library Faculty)

Mark DeAsis (Dean of Admissions and Records)

Monica Green (VP Student Services)

Siobhan Freitas (At-Large)

Suzie Schepler (ASNC-President)

Ana Molina (Staff-Administrative Assistant II)

Ruth Smith (Recorder)

- Absentees:

*Vacant* (Staff)

*Vacant* (Staff)

Beth Gomez (VP Business Services)

John Coverdale (CTE & Grants Advisory Rep)

- Guests: Lorena Patton, Gustavo Ocegüera, Paul Parnell, Kevin Fleming, Mark Hartley, Kris Anderson

#### Approval of Minutes:

Approval of Minutes for October 21, 2015.

**Motion by Jim Thomas, second by Jason Parks to approve the minutes from the October 21, 2015 meeting with clarification to Item II.B. (Annual Evaluation Report). Motion approved with two abstentions.**

#### I. Action Items:

- None

## II. Information Items:

### A. Student Equity Plan – 1<sup>st</sup> Reading (Gustavo Ocegüera)

- Several things have changed since last year’s version. All plans have been reviewed by the State Chancellor’s Office and they have made some changes that required a new template. Also need to indicate how we are going to use the increased funding. The activities must be based on research, data and promising practices.
- Reviewed the requirements - “success indicators” for the plan. They include Access, Course Completion, ESL and Basic Skills Completion, Degree and Certificate Completion and Transfer.
- Some changes for Norco’s 2015 plan include designing of new data charts, added members to the equity plan steering committee and the allocation of additional funding (\$688,955).
- Discussed the activities in the plan. Including;
  - Access – includes conducting targeted outreach with local K-12 high schools and services to attract veterans, foster youth and students with disabilities.
  - Course Completion – selected classes will be identified and recommended to students in the targeted groups. These will be taught by faculty that have received training in equity-minded approaches to pedagogy.
  - Basic Skills - increase the percentage of men of color and foster youth who participate in Summer Advantage and develop a supplemental summer transition program in connection with Summer Advantage.
  - Transfer - want to promote transfer by offering tours to public and private colleges and universities.
- Reviewed personnel that will be included in the program. (see attached)
- Discussed adding the multiple measures initiative in the assessment/acceleration plans for the equity plan. Gustavo shared that it is a possibility and that there are already multiple measures interventions in the Title V grant. We would need to coordinate our efforts.
- Question on target groups that are addressed in the plan. Gustavo explained that the activities that are developed will eventually benefit all groups.
- Question on calculation for DI methodology (80% rule). Gustavo will look at the charts and review for clarity.
- Please review the plan and give Gustavo all your comments or concerns.
- Plan due date is December 18.

### B. Grants Committee Report (Lorena Patton)

- Gave an update on what they have been doing since the Spring report.
- Reviewed their Statement of Purpose with the committee.
- Shared that the Grants Committee would like to remove Goal 4 – Objective 1 from their list. After discussion it was decided that they will leave this as one of their responsibilities.

- Added Objective 6 and Objective 8 to their committee. Lorena reviewed their Action Plans and Progress regarding both Objectives. (see attached)
  - Discussed the process that needs to be followed if a grant submittal timeline/due date is very short. The grant committee will still take the proposal through the appropriated process even if it is done after the deadline.
  - Reviewed current make-up of the committee.
- **The ISPC discussed the need for clarification regarding adding or removing strategic goals of the Committees. This will be a future agenda item.**

**C. Strategic Planning Policy Revisions – Policy 2010-01 (Melissa Bader)**

- Reviewed changes and additions to the policy. Noted that specific dates have been modified so the timeline is a little more flexible.
- Policy is posted on strategic planning website and in our Strategic Plan and Process booklet.
- A change will be made to Item 6. The word “improve” will be changed to “impact” - (Dialogue will include the ways in which resource allocations may ***impact*** student learning).

**Motion by Jim Thomas, second by Jason Parks to amend the agenda allowing Item II.C. to be moved to Item I.A. under Action Items. Motion approved.**

**Motion by Jim Thomas, second by Jason Parks to approve the revised Strategic Planning Policy (2010-01) with the change to Item 6. Motion approved.**

**D. Follow-up Visit Preparation (Diane Dieckmeyer/Greg Aycock)**

- Have received several requests from the visiting team for additional evidence.
- Shared the interview schedule for tomorrow.
- Reminded the committee of the two reasons that recommendations can be written. In order to meet the standards and in order to improve effectiveness.
- Reviewed the College Recommendations:
  1. Planning processes.
  2. Included syllabi issues and has all areas of assessment.
  3. Business Services assessment.
  4. Technology Committee’s refresh plan.
- The commission meets in January and we will find out the official result of our visit at that time.

**III. Open Hearing**

- Shared new grant opportunity. Chaffey College is applying for the California Apprenticeship Initiative (CAI) New Innovative Grant and has invited Norco to be a partner along with 3 other colleges. The deadline is this Friday, Nov. 6. We will be notified on November 20 whether or not we received the grant. Cannot go through proper channels due to timeframe. (see attached)

**Adjourned** – 3:01 pm

# 2015 Student Equity Plan Update

November 4, 2015  
ISPC Meeting

**NORCO**  
COLLEGE

## 2015 Student Equity Plan: Changes and Requirements

- Peer reviews of 2014 Plans
- New template
- Funding was increased (\$70 million to \$140 million)
- Activities must be targeted and based on research, data, or promising practices
- Data
- DI Methodologies

## Student Equity Plan Requirements-Success Indicators

Access

Course Completion

ESL and Basic Skills Completion

Degree and Certificate Completion

Transfer

## Student Equity Plan Requirements-Student Groups

- Race/Ethnicity
- Current or former foster youth
- Students with disabilities
- Low-income students
- Veterans
- Gender
- More than one race
- Some other race

## Changes to NC's 2015 Equity Plan

- Kept same data charts
- Kept same DI methodology (80% rule)
- Designed new data charts
- Added members to the Equity Plan steering committee (SSC)
- Identified target student groups
- Developed activity implementation plans for activities listed in the 2014 plan
- Allocated additional funding (\$688,955)
- Added classified positions

## Access Activity

- Conduct targeted outreach activities with local K-12 high school and service agencies to attract veterans, foster youth, and students with disabilities to Norco College.

## Course Completion Activity

- Each term, Faculty and instructional deans will select courses that will be recommended to students in the target groups. These courses will be taught by faculty who have been trained in equity-minded approaches to pedagogy.

## Basic Skills Completion Activities

- Increase the percentage of men of color and foster youth who participate in Summer Advantage Program.
- Develop a supplemental summer transition program in connection with Summer Advantage.

## Degrees, Certificates, and Transfer Activity

- Counselors, faculty, and instructional deans will develop highly structured, streamlined pathways for cohort students to complete degrees, certificates, and transfer requirements more quickly and efficiently.

## Additional Transfer Activities

- Offer tours to public and private colleges and universities.
- Provide opportunities for cohort students to attend conferences and educational events that promote transfer.

## Activities Affecting Several Indicators

- Offer training and workshops on diversity-based topics that promote awareness and understanding of college diversity.
- Peer-mentoring programs for Black and Hispanic males.

## Student Equity Program Personnel

- Student Equity Coordinator (Equity & GF)
- FT Student Success Coach (Equity & SSSP)
- FT Institutional Research Specialist (Equity & SSSP)
- FT Foster Youth Services Specialist (Equity)
- PT Outreach Specialist (Equity)
- FT Administrative Assistant (Equity & Title V)
- PT-Hourly Student Ambassadors, Mentoring Programs' Coordinators, Peer Mentors

## Student Equity Plan 2015: Development and Approval Timeline

- Continuous feedback from Student Success Committee during fall semester
- Continuous feedback from faculty and departments
- Presentations to Academic Senate and ISPC
- Board of Trustees presentation: December 1
- Board Approval: December 8
- Plan due date: December 18

Thank you

**QUESTIONS?**

# GRANTS COMMITTEE REPORT

## FALL 2015

### COMMITTEE STATEMENT OF PURPOSE

The purpose of the Grants Committee is to identify grant opportunities that align with the mission, strategic planning goals, and resource needs of Norco College. The committee also informs the college community about existing grants, serves as a liaison between the RCCD Grants Office and Norco College, and provides local support for grant efforts to college staff, faculty, and administration.

### STRATEGIC GOALS AND OBJECTIVES THAT APPLY TO THIS COMMITTEE:

#### GOAL 4: CREATE EFFECTIVE COMMUNITY PARTNERSHIPS

**Objective 1: Increase the number of students who participate in summer bridge programs or boot camps. (To be removed)**

Objective one is a responsibility that is shared with the Student Success Committee. The Grants Committee contributes to achieving this objective by identifying external funding sources which support the expansion of existing college programs and initiatives that offer summer components (i.e. Summer Advantage).

#### Progress

1. The grants committee supported the approval of the Title V Grant. Norco College recently received a 2.6 million dollar Title V Grant beginning October 1<sup>st</sup>, which can assist in offering accelerated programs during the winter/summer for non-traditional students.
2. The grants committee supported the submission of the TAACT and CCPT grants. These grants will also increase summer programs in CTE & Robotics.
3. The new Title III STEM grant proposals will also propose summer bridge and research opportunities for students.

**Objective 6: Increase community partnerships (Presidents Cabinet/Grants Committee)**

Objective six is a responsibility that is shared with the President's Cabinet. The Grants Committee contributes to achieving this objective by identifying possible community partnerships that align with the strategic goals and plans of the institution. The committee also aims to identify partnerships that provide funding opportunities and support the expansion of existing college programs that support student research, internship and job opportunities. The Title III STEM, Title V and NSF grants are examples of proposals that are supported by the grants community and have 4-year university and/or community partnerships.

### ACTION PLANS

1. **Seek out partnerships that provide grant, research or scholarships to Norco College students.**
2. **Increase community awareness of Norco College's existing grant awards and purview with the intent of possibly receiving match.**

3. Increase collaboration with the Career Center and ASNC to identify existing community partnerships with the goal of expansion via Mini Proposals.

Objective 8: Increase external funding sources that support college programs and initiatives.  
(Grants Committee)

## **ACTION PLANS**

1. Promote grant opportunities that become available.
2. Seek out grant opportunities that directly benefit college programs and initiatives.
3. Increase knowledge and awareness about the grant development process through professional development.

## **Progress**

1. MaryAnn Doherty and Richard Keeler of the district office came out on October 28<sup>th</sup> 2015 to give a presentation regarding the process for the upcoming Title III STEM Grant Competition. They have also agreed to be more involved with grant opportunities from inception.
2. Minor revisions have been made to the grant development process. The process is now the Grant Submission and Approval Process.
3. Faculty Roundtable discussions suggested as best practice for developing interdisciplinary grants.

## **Challenges**

1. Timelines & Deadlines
2. Planning a year in advance

## **HOW DOES THE COMMITTEE ALIGN WITH NORCO'S COLLEGE MISSION?**

- The committee members seek, promote, and approve grant opportunities that are designed to enhance educational opportunities and services for students.
- The committee promotes and supports collaboration by vetting grants that involve private industry, K-12, and 4-year postsecondary institutions.
- The committee helps to identify funding sources that support the development of pathways to transfer, career and technical education, certificates and degrees.
- The committee identifies and promotes grant opportunities that align with the mission, strategic planning goals, and resource needs of Norco College. Only grant opportunities that meet these requirements are forwarded to nor-all.
- Committee members support faculty, staff, and administrators by vetting ideas for new grants, assisting with developing grant budgets, defining research needs, and identifying available resources for grant development (i.e. consultants).

## **CHANGES**

- There have been changes made to the demographics of the committee. The current membership structure includes 4 faculty members, 3 classified members, 4 administrators and 1 student.
- For the 2015-2016 academic year, the committee has decided to keep the meeting time of the 4<sup>th</sup> Wednesday of each month from 12pm-1: 30pm and change the location to CSS 219. The remaining committee members were polled and agreed to keep the meeting day/time as is.

**ASSISTANCE NEEDED FROM ISPC:**

- To allow the committee to make information presentations when necessary

**2015-2016 COMMITTEE MEMBERS:**

Greg Aycock replaced by Caitlin Welch (A)  
Beth Gomez replaced by Erin Power (A)  
Hortencia Cuevas (A)  
Bernice Delgado (IA)  
Monica Esparza (A)  
Ruth Leal (IA)  
Damon Nance (A)  
Gustavo Ocegüera (A)  
Stanley Tyler (A) (Co-chair)  
Lorena Patton (A) (Co-chair)  
Timothy Russell (A)  
Susana Galvez (A)  
Adriana Garcia- Student Representative (A)  
Carlos Garcia (A)

(A)= Active

(IA)= Inactive or no longer serving

November 4, 2015

## NORCO COLLEGE STRATEGIC PLANNING COMMITTEE

### Policy 2010-01

### Policy and Procedures for Regular Evaluation of Integrated Institutional Planning, Budgeting and Decision-making Processes

### Policy 2010-01

#### Background

Since the 2006/07 academic year, Norco College (formerly the Norco Campus of the Riverside Community College District) has had procedures in place for full integration of its institutional planning, program review, resource allocation and decision-making processes. The purpose of this policy is to codify these procedures in order to ensure that **the evaluation procedures are implemented in a systematic and consistent manner and in accordance with participatory governance processes.** ~~they are regularly evaluated through the established College decision-making structures.~~

#### Policy Statement

On an annual basis, the strategic planning, program review and resource allocation processes of Norco College will be evaluated in an effort to ensure that:

- ✓ Planning, program review and resource allocation are effectively **integrated linked**;
- ✓ ~~Decisions regarding the allocation of resources are driven by goals and objectives identified in the College Educational Master Plan, programmatic initiatives enumerated in annual program review documents and evidence of effectiveness in achieving course-, program- and institutional-level student learning outcomes; and~~ **Decisions are made strategically, based on institutional data, College-wide input, and systematic planning processes focused on continuous quality improvement.**
- ✓ The concerns of stakeholders (students, faculty, staff, administrators and the communities served by the college) are ~~ascertained on a regular basis~~ **highly valued** and ~~continually~~ **regularly** incorporated into the College's planning, resource allocation and decision-making processes.

**Cycle of Review:** **The evaluation procedures will be assessed every second and fourth year of the strategic planning cycle.**

#### Evaluation Procedures

Evaluation of Norco College's strategic planning; program review, resource allocation and decision-making process shall be comprised of an annual cycle that includes the following elements:

1. ~~Annual Survey of Effectiveness of the Planning Councils: Academic Planning Council, Business & Facilities Planning Council and Student Services Planning Council~~ – **By the end of the Fall** of each academic year, participating members of each planning council will be surveyed to determine their degree of satisfaction

with committee level planning, program review, resource allocation and decision-making processes, annually evaluate the criteria used, and their perceptions regarding the degree to which these processes are effective and linked at the planning council level.

2. ~~Annual Survey Report~~ of Effectiveness of Academic Senate and Senate Standing Committees: In ~~October~~ **late spring** of each academic year, each standing committee and the Academic Senate will participate separately in dialogue sessions to evaluate the effectiveness of their planning and decision-making processes during the ~~previous~~ **academic** year. **In late spring** the Academic Senate will receive an executive summary from each standing committee for review and discussion at **a designated** ~~the last~~ Academic Senate meeting in ~~November~~. The Academic Senate will make recommendations to and receive recommendations from each of the standing committees based on the results of the evaluation and discussion. **The academic senate will report the outcome of their evaluation to the ISPC in the following fall.**
3. Memorandum from College President to Norco College – **Based on the previous year's program review requests and the prioritization process**, by the end of each academic year (or as soon thereafter as budget recommendations and decisions for the subsequent academic year have been made) the College President will submit a memorandum to the **College-at-large Committee membership** that identifies ~~which of the~~ **which resource requests were funded. The Memorandum shall include positions that are approved for hiring as well as other resources. faculty and staff positions identified in previous year program review and prioritized by the Planning Councils will be recommended for funding.** In instances in which the President's decisions do not correspond to the recommendations of the **prioritization process**, ~~Planning Councils~~ a detailed rationale for the **decisions divergence** will be provided.
4. ~~Annual Progress Report on~~ **Strategic Planning**/Educational Master Plan Goals, Objectives and "Dashboard Indicators" – This report, to be prepared by the College Office of ~~Student Success~~ **Institutional Effectiveness**, shall be presented at **an ISPC and a** Committee of the Whole meeting during ~~the beginning of the~~ fall term of each academic year.
5. ~~Survey of Committee of the Whole Membership~~ **Institutional Effectiveness and Planning Survey** –~~At the final Committee of the Whole meeting of each academic year the membership (which constitutes faculty, staff, students and administrators)~~ **In late spring, the College-at-large** will be surveyed to determine ~~their~~ **the degree to which the College constituencies understand and are satisfied with** of satisfaction with College planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively **integrated** ~~linked~~.

6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the **BFPC, ISPC, and the** Committee of the Whole ~~membership, the committee of the whole,~~ informing them of budget allocation decisions which impact the college and district. ~~and providing~~ **The presentation of the report will provide** ample opportunity for institution-wide dialogue. **Dialogue will include the ways in which resource allocations may improve student learning.**
7. ~~Annual Open Dialogue Session~~ –This session, to be conducted toward the end of each academic year in late May or early June, will provide all Norco College stakeholders with an opportunity for open dialogue concerning the extent to which college planning, program review, resource allocation and decision-making processes contribute to the achievement of course, program and institutional-level student learning outcomes. Content of the open dialogue session will be captured through minutes and a summary report will be written. ~~The open dialogue summary report will be presented in a Committee of the Whole meeting of the following fall term~~
8. **Report on Annual Evaluation Cycle** ~~Annual Evaluation Report~~ – This report, to be prepared by the Office of **Institutional Effectiveness** ~~Student Success~~, will be **presented** transmitted to the **ISPC in the fall.** ~~Norco Strategic Planning Committee membership at the first meeting of each academic year, at which time the Committee membership will be invited to make suggestions for improving the process. Any recommended revisions to the procedures and processes, if approved by the College President, will be incorporated into the next year's cycle. The~~ **ISPC will utilize the report to initiate dialogue which may include suggestions for improvements in planning, procedures, and processes.**

**California Apprenticeship Initiative (CAI) New Innovative Grant  
Concept Report to Grants Advisory Committee  
October 28, 2015**

Chaffey College is applying for the California Apprenticeship Initiative (CAI) New Innovative Grant, and just invited Norco College to be a partner along with 3 other regional colleges. The deadline is next Friday, Nov 6<sup>th</sup>.

**Background:**

The CCCC: Division of Workforce and Economic Development has released an RFA announcing the availability of \$10.5 million in Prop 98 funds for the California Apprenticeship Initiative. The goal of the grant is to create new and innovative apprenticeship opportunities in priority and emerging industry sectors or areas in which apprenticeship training does not exist. The grant would allow Norco College to leverage *existing* courses and programs to create new apprenticeship training opportunities with local businesses – similar to International Rectifier, but with the classes being offered here on site. The full RFA is posted here:

<http://extranet.cccco.edu/Divisions/WorkforceandEconDev/WEDDRFAs/CaliforniaApprenticeshipInitiative.aspx>

**Timing/Process:**

The grant application is due to the state November 6<sup>th</sup> and will begin January 21<sup>st</sup>, 2016 and be completed by February 28<sup>th</sup>, 2018. Just last week, Chaffey College contacted Norco College asking if we would like to participate in this regional application for a \$1 million grant for New and Innovative Programs. The regional application would consist of Chaffey College, Norco College, San Bernardino Valley College, and College of the Desert.

**The Impact:**

Norco College would receive \$137,000 split between two years. This funding will allow the college to buy a percentage of the time and effort of the forthcoming Apprenticeship Director to work with local industry, as well offset initial startup and implementation costs. Also, unique to this grant (and a major benefit to the program) is the allow ability to use funding to create employer incentives. This will decrease the monetary risk to the employer, thereby increasing participation. Currently, there is no funding to provide this much needed incentive. This grant would provide a regional pool of \$65,000 we could tap into to provide employer incentives. Indirect is a mere 4% (\$5,480). There is no additional staffing, office space, curriculum, or general fund impact foreseeable by participating in this grant application.

**Operational specifics:**

Chaffey is being focused on manufacturing companies (broadly defined). So the programs of study would most likely be in Manufacturing, Engineering, Electronics, Electrician, Industrial Maintenance, Machining, or Business Administration. Since this grant will be placing incumbent workers in our existing classes on campus, no ACCJC substantive change reports will be needed. The plan is to utilize existing Career & Technical Education courses, to help with enrollment, and students would register via WebAdvisor. Just like with our current "Earn & Learn" program, all the employer recruitment would be coordinated by our current Employment Placement Coordinator (Ashley Etchison).

**How many Apprentices are required?**

The RFA requirement is to train 1 apprentice for every \$20,000 received. Our 4 colleges are applying for \$1 Million, which calculates out to 50 apprentices. Our share would be 13 new apprentices. This grant is not so much about the numbers served as it is about seed money to increase institutional capacity and launch interest in apprenticeship programs statewide.

Thank you for your consideration.

Kevin J Fleming, Ph.D.

Dean of Instruction, Career & Technical Education Programs & Grants, Norco College

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