



Institutional Strategic Planning Council
Minutes for May 19, 2021
1:00-3:00pm

Meeting Participants

Committee Members Present (total 17)

Rex Beck, Quinton Bemiller, Angelica Calderon (ASNC Rep.), Michael Collins, Monica Esparza, Kevin Fleming, Monica Green (Administrative Co-Chair), Dominique Hitchcock, Ruth Leal (Classified Professionals Co-Chair), Sam Lee, Virgil Lee (Faculty Co-Chair), Mark Lewis, Jethro Midgett, Christopher Poole, Suzie Schepler, Kaneesha Tarrant, Sigrid Williams

Committee Members Not Present (3)

Leona Crawford, Andy Robles, Patty Worsham

Advisors (total 4):

Greg Aycok, Vivian Harris, Azadeh Iglesias, Tenisha James

Advisors Not Present (2)

Adam Martin, Kimberly Thomas

Guest(s)

Laura Adams, Charise Allingham, Hayley Ashby, Melissa Bader, Patricia Gill, Diana Meza, Desiree Wagner, Alex Zadeh

Recorder

Denise Terrazas

1. Call to Order

- 1:03pm

2. Approval of the Agenda

3. Approval of the May 5, 2021 Minutes

- MSC (V. Lee/S. Schepler) Approved

4. Co-Chair Updates

Virgil Lee

- Thanked the committee for his time serving as co-chair as it has been a rewarding learning experience.

Monica Green

- The Board approved the 4-10 schedule from Sunday, June 13th through Saturday, August 14th.
- At the May 18th Board meeting, the Board of Trustees approved [Resolution No. 70-20/21 To Direct the District to Prepare for a Safe Return to In-Person Instruction on All RCCD Campuses in the Fall of 2021](#). The resolution directs all administrators back to on-site work locations by June 7 and all staff back to on-site work locations by June 16th.
- Dr. Green encouraged everyone to attend the Chancellor Town Hall meeting today from 4:00pm-5:00pm. The Town Halls are recorded and available for viewing on the [Safe Return website](#). Future Town Hall webinars are scheduled for June 16th from 4:00-5:00pm with a focus on student support services and August 18th from 4:00-5:00pm with a focus on student life, athletics, and performing arts. If you have a question for the panel, please submit them to questions@rccd.edu.
- Monica Green thanked classified professionals for all they do for the college in celebration of Classified School Employee Week (CSEW).

Ruth Leal

- It is Classified School Employee Week, CSEA's Classified Senate is hosting social activities throughout the week with games and prizes.
- Upcoming Classified Professional Development Committee workshops for the month of May includes a *Transitioning Back to Campus* on May 28th 10:00am – 11:30am.
- The nomination period for CSEA's Classified Senate Chair and Secretary is open. For information and timeline visit www.ncclassifiedsenate.com/calendar/
- Governance council vacancies will be filled over the summer per the CSEA Committee Appointment Process.

5. Action Items

5.1 Revised Appeals Process in the SPGM – Kevin Fleming

- MSC (V. Lee/M. Lewis) to recommend for approval to IEG Council. Approved.

The revised appeals process has been reviewed and revised per the direction of ISPC. The language is revised to clarify the process for bringing forward a

proposal and includes a defined process for appeals. This was developed with assistance from the parliamentary expert.

5.2 Revised Marketing Committee Charter – Ruth Leal

- MSC to refer the Marketing Committee Charter to IEGC in the fall (K. Fleming/Q. Bemiller) Approved. (1 abstention)

Comments/Questions:

- There were recommendations made at the last ISPC meeting for this committee that were taken out of this version and replaced by a suggestion to add a district manager instead of the inclusion of the college's Public Affairs Officer, (PAO) and an additional district representative to serve as ex-officio members of the Marketing Committee, as per the May 5, 2021, ISPC motion.
- CSEA's position is that the job titles of classified employees are not listed in the membership of committees as agreed upon during the process of the SPGM. Classified professionals are not required to participate in governance committees as part of job duties and appointments are made solely by the exclusive representative, CSEA, following the CSEA Committee Appointment Process.
- Monica Green shared her concern that there is a gap in communication that is created by excluding our college-appointed classified professional from Strategic Communications and External Relations (PAO) as a member, or ex officio member. The district appointed position is critical to the success of the college's marketing and external communication efforts. Their expertise and skill are needed and relied upon by the President's Office to relay the college's messaging accurately and correctly to our community, both internally and externally.
- CSEA welcomed adding another classified representative that would be appointed by CSEA.
- Monica Green requested to hold this issue in order to negotiate with CSEA.

5.3 Student Support Council Charter – Kaneesha Tarrant

- MSC (K. Tarrant/S. Schepler) Approved.
Kaneesha Tarrant reviewed the SSC Charter Purpose, Charge, Guiding Principles and Assumptions, Scope and Expected Deliverables, Membership, Meeting Time/Pattern, Roles of Chairs and Membership, Meeting Procedures and Expectations.

Comments/Questions:

- Membership – The sentence before the list of positions should state ‘selected from the **recommended** membership’.
- Meeting Time and Pattern – remove commas from ‘on the fourth, Thursday,;’; make clear that the meeting will be either in Zoom or in person. This was in the template of all the council charters.
- Correct typo in Roles of Chairs and Members – make classified and faculty co-chair(s) plural.

6. Information/Discussion Item

6.1 ISPC Survey of Effectiveness Results – Greg Aycock

- Greg Aycock shared that the survey is a springboard for council discussion on ways it can improve.
- The survey had a 54% response rate; 14 out of 26 members and advisors responded.
- Themes include excitement for the new structure, agenda items specifically linked to EMP goals.

Comments/Questions:

- This report should go to the College Council in Fall since there are some concerns by members about how these meetings are being run. The College Council should start out by addressing this concern.
- There was a recommendation to review this survey at the beginning of each new year and at the mid-way point.

6.2 Institutional Set Standards Response – Greg Aycock

- Greg Aycock shared a presentation on the Institutional Set Standards.
 - Institution-Set Standards (ISS) are comprised of two elements: floor performance and stretch goals.
 - The floor performance is the level that marks when the institution is moving into a “danger zone” for a specific outcome area.
 - Floor Performance Methodology- Floor set by calculating the value of one-half a standard deviation below a 5-year mean. Floor is stable for the time of the Strategic Plan (established in ISPC Spring 2019).
 - Stretch Goal Methodology – aligning with established framework (e.g. Vision for Success, Guided Pathways, local goals).
 - When values fall below the ISS for at least 2 years, a procedural response that addresses what will be done to raise outcomes in the area is required by ACCJC.

Comments/Questions

- Are the numbers provided based on large data sets? No, however, the numbers must be greater than 10 to report.
- Do we need to do something with this right now?
 - The College Council will need to act on this in the fall.
- This is an internal process but should be written as an example of evidence for ACCJC that we are following process.
- Can the formation of the task force be delayed to the fall?
 - Yes, as this a College Council activity.

6.3 Participate Effectively Guiding Principles for Classified Professionals in the SPGM – Ruth Leal

- Ruth Leal shared a presentation on “Participate Effectively” Guiding Principles created by classified professionals based on feedback from the Classified Professional Governance Forums last summer. This was provided as information. Classified professionals will be working on these items over the summer.

6.4 Safe Return

- Monica Green noted that we will be scheduling a college town hall meeting to reinforce the information discussed at the Chancellor’s Safe Return Town Halls. The College Safe Return Town Hall meeting will take place on Thursday, June 3rd at 2:00pm. An announcement will be sent to the college community next week.

7. Good of the Order

- Michael Collins shared that the May Revise of the California State budget has been received, and it is highly positive from a funding perspective. Michael Collins will be sending a more detailed update to the college community this week.

8. Future Agenda Topics

- Acknowledgement that this is the final ISPC meeting. The Open Dialogue is scheduled on Wednesday, May 26th, 1:00-2:00pm.

9. Adjournment

- 2:30pm

Proposal Process

Proposals to committees and Leadership Councils follow a similar process. Proposals to committees may originate within the committee or may come from individuals or groups. The committee shall consider all proposals brought to it in good faith and may only consider proposals that are related to its charge, as defined in its charter. If approved by the committee, then the proposal will be either implemented by the committee or forwarded to a Leadership Council and/or the Academic Senate for consideration, if necessary. The Leadership Council co-chairs shall consider all proposals brought forward in good faith and shall confer to determine if the proposal should be added to the agenda as submitted or referred to a different governance entity with a more germane scope. Once a proposal is submitted to a Leadership Council, the Council shall deliberate and act in accordance with parliamentary procedure ([Robert's Rules of Order 12th ed. 2020 xlvii](#)). If the proposal is accepted, then it will be either implemented by the Leadership Council or forwarded to the College Council and/or the Academic Senate for consideration, if necessary. If the proposal is denied, then it will be returned with feedback, and no further action will be taken on the proposal by the Leadership Council. Proposals can be resubmitted to a governance entity at any point.

Appeals Process of Committee/Council Decisions

Decisions made by a committee or Leadership Council can be appealed either due to a breach of process or on the merits of the proposal content.

Process Appeals

This appeals process applies to situations in which an individual or group does not agree with a decision on a proposal made by a committee/Council during the course of its evaluation of the proposal.

1. The individual or group that disagrees with the decision shall appeal in writing the decision to the senior Council. The written appeal shall consist of a) the formal decision of the junior entity, b) written justification/rationale for why it is believed the proposal merits a third-party review including any alleged breach of process, and c) a request for the senior Council to consider hearing the appeal as an agenda item.
2. Upon receipt of the appeal, the Council co-chairs shall convene to form an appeals committee to consider the appeal in good faith. If one or more of the co-chairs of the Council is also a co-chair of the committee/Leadership Council that denied the proposal, then a designee for each co-chair will be appointed by the respective constituent group to serve on the appeals committee. If more than one of the co-chairs of the College Council are also co-chairs of the committee/Leadership Council that denied the proposal, then designees for those co-chairs will be appointed by their respective constituent groups to serve on the appeals committee. Those appointees will be selected from the other Council co-chairs. Thus, the appeals committee will be comprised of one administrator, one faculty member, and one classified professional.
3. The committee/Council that denied the proposal shall also provide a written report to the appeals committee (or College President) outlining the process that was followed and the reason the proposal was denied.
4. The appeals committee has the authority to determine one of the following on behalf of the senior Council:

- a. deny the appeal, thereby upholding the lower entity's decision, and no further consideration will be given to the proposal.
 - b. Recommend modifications to the proposal and suggest that the modified proposal be resubmitted to the original committee/Council.
 - c. Approve the appeal, in which case the decision by the committee/Council that originally denied the proposal is overturned, and the proposal is approved.
5. If the appeal pertains to a decision made by the College Council, then the College President shall hear the appeal following steps 1 and 3 above.
6. All appeals-related decisions are subject to approval/denial by the College President.

(From SPGM, pages 68-69)



Charter for Marketing Committee

May 5, 2021

This Charter is established between the Marketing Committee and ISPC on behalf of the Institutional Effectiveness & Governance Council (IEGC) to structure the process and planned outcomes included herein during the period of the 2021-2022 academic year.

Purpose

The Norco College Marketing Committee collaborates to build a consistent and recognizable brand for Norco College that is representative of the college and community that we serve.

Charge

The committee plays a key role in supporting efforts related to expanding college access by increasing both headcounts and FTES through marketing and branding strategies. The committee is integral to representing the image of the institution through the Norco College brand.

Guiding Principles and Assumptions

The Marketing Committee will provide marketing and budget recommendations to the Institutional Effectiveness and Governance Council, Norco College Division of Planning and Development, the District Marketing & Communications Committee (DMCC) and the RCCD External Relations and Strategic Communications department.

Decisions will be made utilizing available enrollment data, past campaign reports, social media metrics, and other relevant student data.

Scope & Expected Deliverables

The committee supports the Educational Master Plan objectives 6.5 and 6.7.

- Develop, implement and update the Norco College Brand Guide
- Develop marketing plan strategies and campaign recommendations to assist with FTES growth
- Provide recommendations for the marketing budget
- Create Social Media guidelines based on recommendations from DMCC
- Develop and provide resources, such as templates and messaging, available on the Marketing Committee webpage.

Membership

The Marketing Committee will be comprised of ten members, inclusive of representatives of all constituency groups and assigned or appointed by their respective representative bodies. All members are voting members.

- Faculty Representative (Co-Chair)
- Classified Professional Representative (Co-Chair)
- Faculty Representative (Co-Chair)
- Classified Professional Representative
- Classified Professional Representative
- Faculty Representative
- Faculty Representative
- Management Representative
- ASNC Representative
- ASNC Representative

*A management representative from the Office of External Relations and Strategic Communications will serve as an ex-officio member in an advisory, non-voting capacity

Meeting Time/Pattern

The Marketing Committee currently meets monthly on the second Thursday at 2:30pm via Zoom. In fall, meetings may take place online, in person, or in a hybrid modality.

To request an item for a future agenda, please contact the Co-Chairs for consideration.

Roles of Chairs and Members

The Co-Chairs are accountable to IEGC to ensure continuity of dialogue between governance tiers. Co-Chairs are responsible for preparing agenda and facilitating meetings of the Marketing Committee based on best practices and guidelines for effective facilitation.

Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the Marketing Committee that can help to achieve the committee's charter deliverables. Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the Marketing Committee. While representing the perspectives of the constituency group to which they belong, members are expected to engage in effective dialogue with committee peers with the intention of finding consensus on all issues that come before the committee.

The Marketing Committee members will report meeting outcomes to their constituency groups.

Meeting Procedures and Expectations

The Co-Chairs, and members of this governance entity will adhere to meeting and governance best practices as follows:

Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required, and problem solving to move the work of the group forward. Either minutes or notes are taken to record the groups progress OR a final summary report is to be submitted/posted.

Members endeavor to:

- Appropriately prepare for meetings based on the meeting agenda.
- Arrive promptly and stay for the duration of entire meetings.
- participate in a problem-solving approach where the interests of all participants are considered in developing proposals and recommendations and, where appropriate, distinguish between constituency versus college-wide perspectives.
- Welcome all ideas, interests and objectives that are within the scope of the charter.
- Actively listen to engage in respectful and constructive dialogue.
- Work with a spirit of cooperation and compromise leading to authentic collaboration.
- Move forward once a consensus-based decision has been made.
- Work collaboratively to move items forward as a group Follow through on tasks that are committed to outside of scheduled meetings.



Charter for Student Support Council

August 2021 - June 2025

This Charter is established April 2021 between the Student Support Council and the Institutional Strategic Planning Council to structure the process and planned outcomes included herein thru the 2024-2025 academic year.

Purpose

The Student Support Council (SSC) (Formerly SSPC) coordinates, discusses, and makes recommendations regarding functions, plans, and activities throughout student support services. The SSC provides leadership and retains responsibility for ACCJC Standard IIC, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The SSC makes recommendations to the College Council and the Vice President of Student Services.

Charge

The Student Support Council (SSC) is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below. Operational items are to be handled at the departmental, task force, project team, or work group level often determined by job title or functional area of responsibility.

- Objective 1.2 - Go from 14,624 headcount to 16,581 total headcount
- Objective 1.3 - Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.)
- Objective 1.4 - Increase capture rates from feeder high schools by 4% annually
- Objective 2.4 - Increase number of transfers 15% annually
- Objective 2.5 - Increase the number of first-time, full-time enrolled students from 508 to 900
- Objective 2.6 - Increase percent of students who receive financial aid from 73% to 81%
- Objective 3.1 - Reduce the equity gap for African American students by 40%
- Objective 3.2 - Reduce the equity gap for Latinx students by 40%.
- Objective 3.3 - Reduce the equity gap for Men of Color by 40%.
- Objective 3.4 - Reduce the equity gap for LGBTQ+ students by 40%.
- Objective 3.5 - Reduce the equity gap for Foster Youth students by 40%.
- Objective 5.1 - Increase the median annual earnings of all students
- Objective 5.2 - Increase percent of CTE students employed in their field of study by 3% annually
- Objective 5.3 - Increase percent of all students who attain a livable wage by 5% annually
- Objective 6.3 - Expand partnerships with regional veterans' services and support organizations
- Objective 6.6 - Develop regional outreach and recruitment systems
- Objective 7.4 - Develop and implement plan for expanded athletics offerings
- Objective 7.6 - Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom.
- Objective 11.1 - Design intuitive and simple student onboarding system
- Objective 11.2 – Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”)

Charge

In the 2020 ISER, Norco College designed two action projects. One is to be coordinated by this Council: ISER Quality Focus Essay (QFE) Project #2: *Implement Student Success Teams in the Schools*

Guiding Principles and Assumptions

The guiding principles for the Student Support Council are:

- Facilitate effective and efficient student services area reviews.
- To utilize service area outcome performance data and student achievement data as a means to inform annual evaluations and summaries.
- Align planning and resource allocation with the institutional mission statement and goals for student achievement.
- Review and revise expected deliverables as needed to meet identified student needs.

Accreditation Standards guiding the Student Support Council are:

- Standard IA, B, C
 - Standard I.A.3
 - Standard I.B.3
- Standard IIB, C
 - Standard II.B.3c
- Standard IIIA.9
- Standard IVA

There is no associated budget with the Council's charge.

Scope & Expected Deliverables

1. Provide guidance and recommendations on student services planning and operational issues including onboarding, enrollment management, program development, support services, special programs development, and student services policy matters.
2. Foster the development of programs and services in accordance with the Education Master Plan.
3. Provide guidance and recommendations on implementation activities for Guided Pathways, student equity, retention, and success.
4. Oversee and support the implementation of the college's Guided Pathways Plan and other related plans.
5. Strategic plan development, revision, and activities related to Student Services.
6. Implement, review, and make recommendations to the pertinent sections of the College strategic plan.
7. Provide guidance and recommendation to enrollment management activities related to achieving annual FTES targets; improving student access, success, and program completion.
8. Communicate, through its members, with the college community on issues and recommendations.
9. Prioritize annual resource requests for Student Services operational areas.

In mid-spring of each academic year, the Student Support Council will participate separately in dialogue sessions to 1) self-evaluate the effectiveness of their planning and decision-making processes through the Survey of Effectiveness, 2) self-report on EMP objective progress and appropriate objective assignment, and 3) self-assess the completion of their charter's scope/deliverables during the academic year. In late spring, the Student Support Council will receive an executive summary from each standing committee addressing the above three areas for review and discussion at a designated council meeting. The receiving council (College Council for leadership councils) will make recommendations to, and receive recommendations from, each governance entity based on the results of the self-

Scope & Expected Deliverables

evaluation to determine if a charter needs to be revised/extended or not. The Student Support Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website.

Membership

The Student Support Council (SSC) will be comprised of 16 members inclusive of representatives of all primary constituency groups and assigned or appointed by their respective representative bodies OR defined membership based upon expertise, title, functional area of responsibility, etc. Voting members consist of all members except where noted. The Student Support Council will have three co-chairs (faculty, classified professional, administration) selected from the membership.

- Vice President Student Services, Chair– Administrator
- Administrator with oversight in Student Services – Administrator
- Administrator with oversight of Admissions and Records– Administrator
- Administrator with oversight in Equity– Administrator
- Administrator from Student Services Management Group– Administrator
- SBS/Guidance/Counseling– Faculty
- Counseling Faculty Representative– Faculty
- Counseling Faculty Representative– Faculty
- Faculty rep from Guided Pathways/Faculty Advisors– Faculty
- Faculty rep from Guided Pathways/Faculty Advisors– Faculty
- Representative with knowledge/experience in area of onboarding and enrollment services– Classified Professional
- Representative with knowledge/experience in financial aid programs– Classified Professional
- Representative with knowledge/experience in equity programs and learning communities– Classified Professional
- Representative with knowledge/experience in the area of student success programs and initiatives– Classified Professional
- Representative with knowledge/experience in the area of educational planning or student support programs and resources– Classified Professional
- ASNC representative – Student
- ASNC alternate (non-voting unless primary member is absent) – Student

Meeting Time/Pattern

The Student Support Council (SSC) meets monthly on the fourth, Thursday, of the month at 12:50pm to 1:50pm, with Zoom option, for Fall and Spring Terms. Contact the co-chairs to place an item on a future agenda.

Roles of Chairs and Members

The co-chairs are accountable to Student Support Council (SSC) to ensure continuity of dialogue between governance tiers. Co-Chairs are responsible for preparing agenda and facilitating meetings of the Student Support Council (SSC) based on best practices and guidelines for effective facilitation. To the extent possible, co-chair appointments and elections shall be made in staggered terms to help ensure group stability: the faculty co-chair will be elected in even years and the classified professional co-chair will be selected in odd years. It is recommended that the faculty and

Roles of Chairs and Members

classified professional co-chair are limited to serving a maximum of two, two-year consecutive terms. This is to facilitate broad participation and the rotation of ideas/perspectives, as well as to broaden leadership development opportunities. Previous council membership is not required to serve as a co-chair.

Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the Student Support Council (SSC) that can help to achieve the Student Support Council (SSC) charter deliverables (and relevant strategic charge). Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the Student Support Council (SSC). While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with Student Support Council (SSC) peers with the intention of finding consensus on all issues that come before the Student Support Council (SSC).

A co-chair (or a designated delegate) shall prepare a brief summary of each Council meeting and send it to the College community within 24 hours of the meeting to fulfill transparent communication reporting.

Meeting Procedures and Expectations

The co-chairs, and members of this governance entity will adhere to meeting and governance best practices as follows:

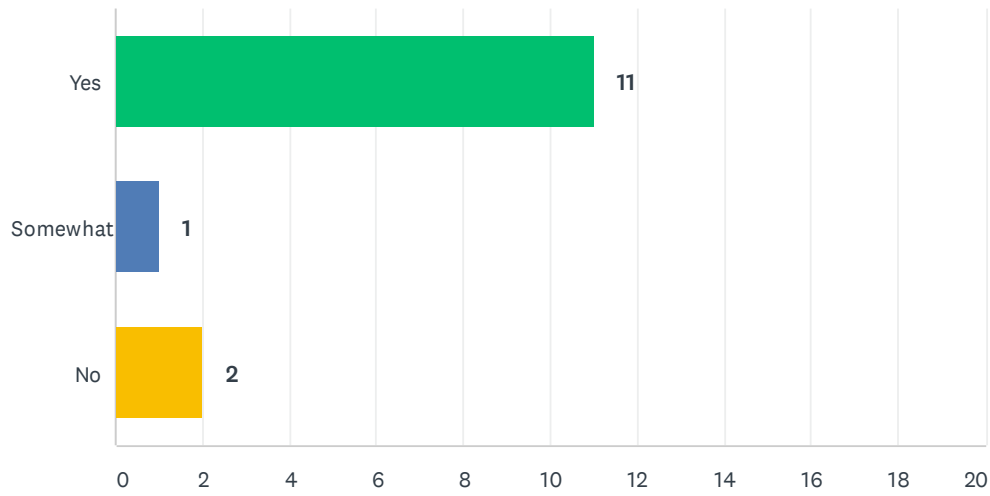
Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required, and problem solving to move the work of the group forward. Minutes are taken to record the groups progress.

Members endeavor to:

- appropriately prepare for meetings based on the meeting agenda.
- arrive promptly and stay for the duration of entire meetings.
- participate in a problem-solving approach where the interests of all participants are considered in developing proposals and recommendations and, where appropriate, distinguish between constituency versus college-wide perspectives.
- welcome all ideas, interests and objectives that are within the scope of the charter.
- actively listen to engage in respectful and constructive dialogue.
- work with a spirit of cooperation and compromise leading to authentic collaboration.
- move forward once a consensus-based decision has been made.
- continue to progress with the members who are present at each meeting.
- follow through on tasks that are committed to outside of scheduled meetings.

Q2 Do you feel you have a clear understanding of the structure and purpose of this committee?

Answered: 14 Skipped: 0

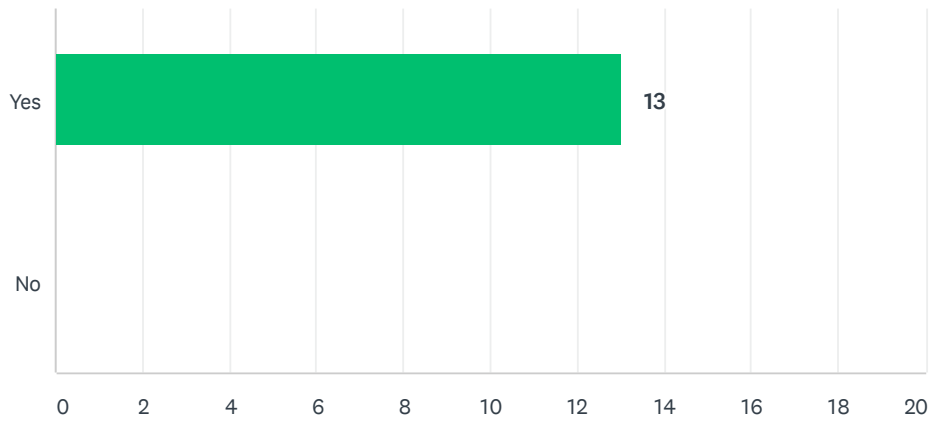


ANSWER CHOICES	RESPONSES
Yes	79% 11
Somewhat	7% 1
No	14% 2
TOTAL	14

#	ADDITIONAL COMMENTS	DATE
1	Im looking forward to the new structure	4/6/2021 8:26 AM

Q3 Are agendas and minutes provided electronically prior to the committee meetings?

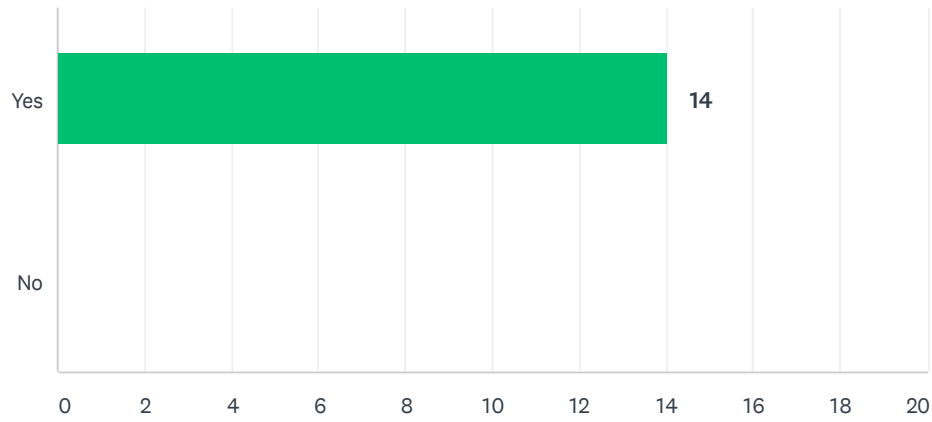
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	100%	13
No	0%	0
TOTAL		13

Q4 Are the agenda items usually completed within the meeting time?

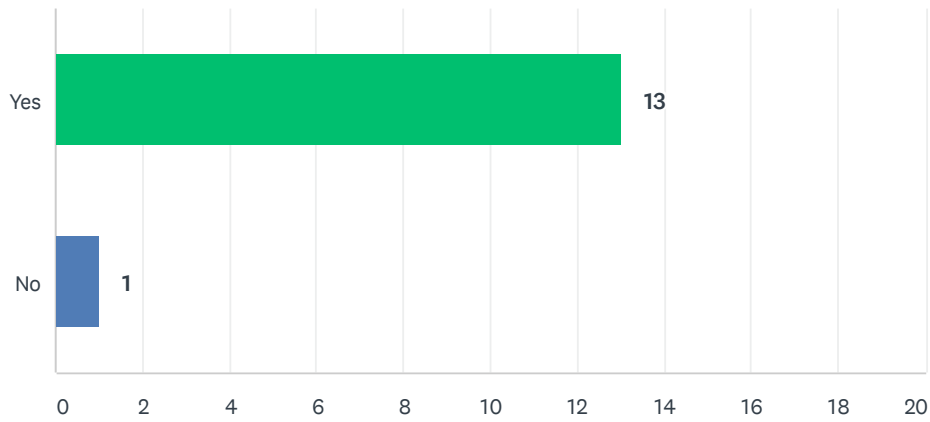
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100%	14
No	0%	0
TOTAL		14

Q5 Are committee members given adequate information to make informed recommendations and decisions?

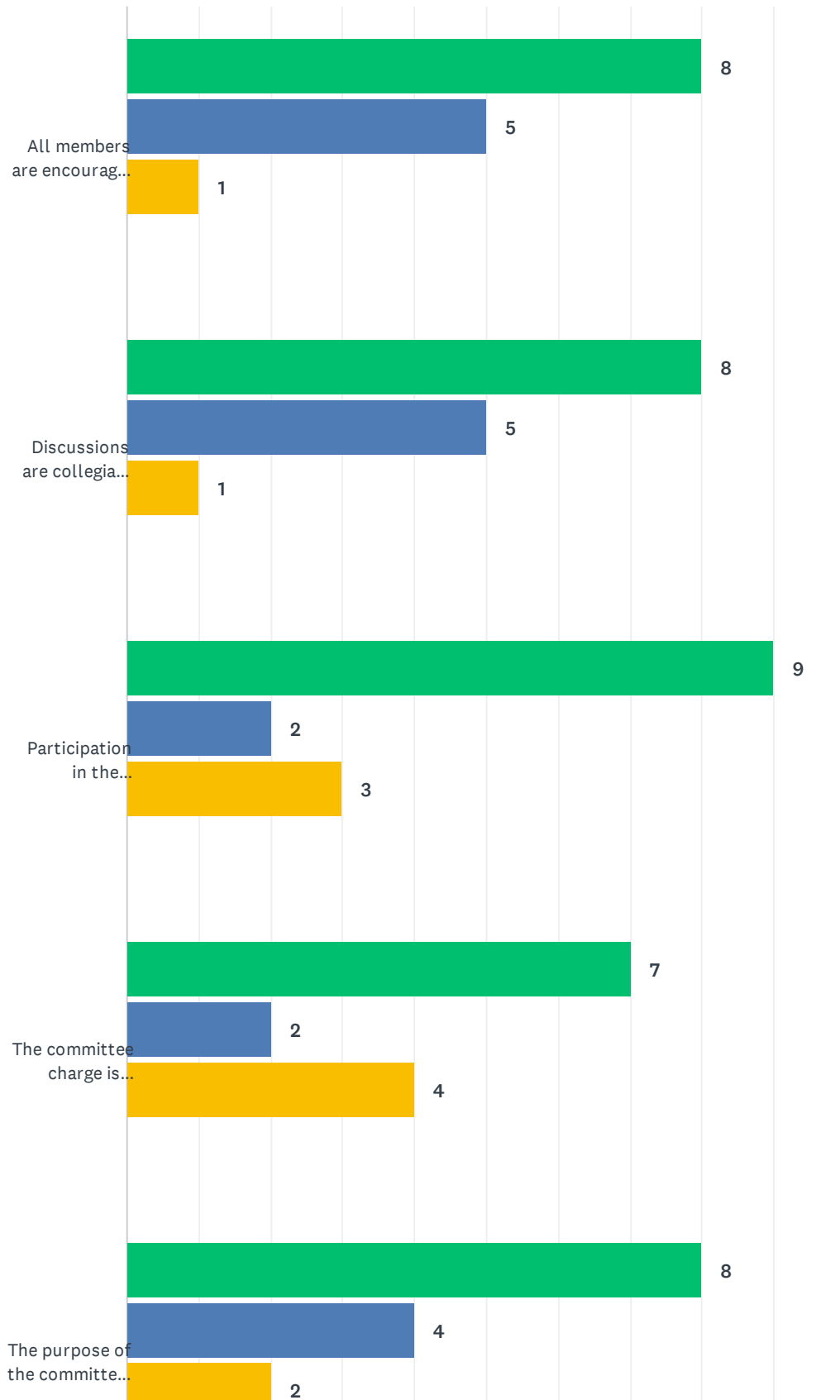
Answered: 14 Skipped: 0



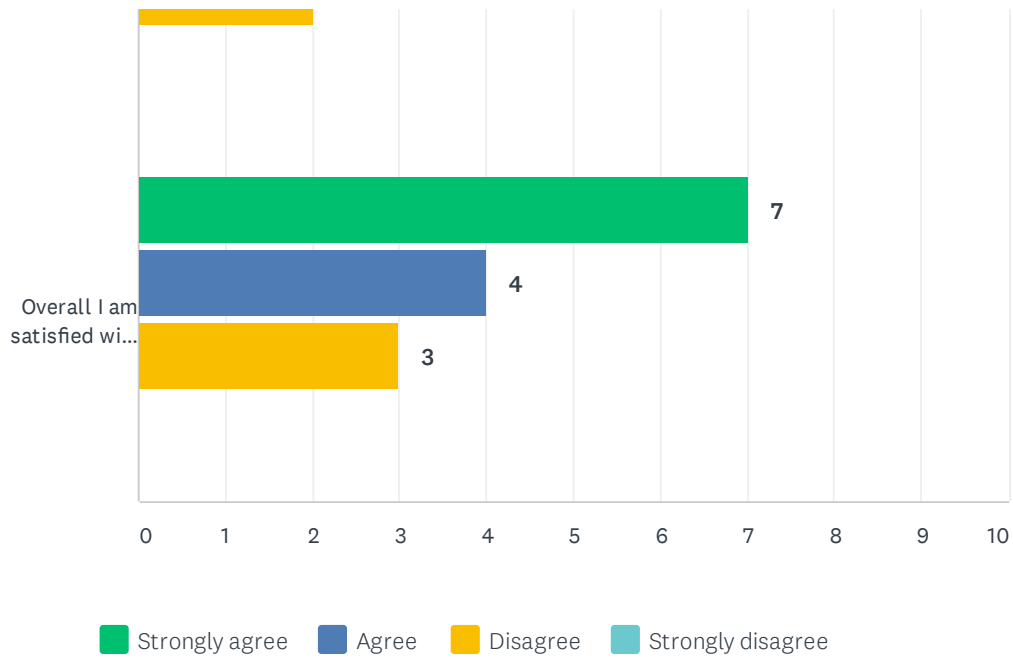
ANSWER CHOICES	RESPONSES	
Yes	93%	13
No	7%	1
TOTAL		14

Q6 Please rate your level of agreement with the following statements:

Answered: 14 Skipped: 0



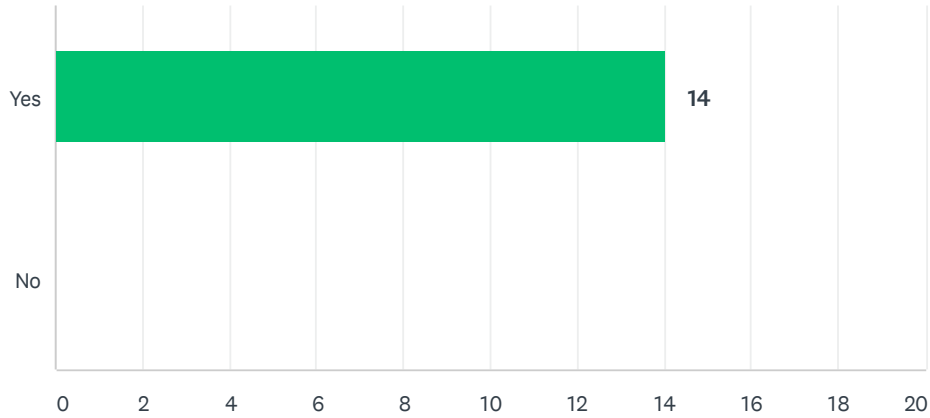
Strategic Planning Committees Survey of Effectiveness



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
All members are encouraged to be actively involved.	57% 8	36% 5	7% 1	0% 0	14
Discussions are collegial, and differing opinions are respected.	57% 8	36% 5	7% 1	0% 0	14
Participation in the committee is meaningful and important to me.	64% 9	14% 2	21% 3	0% 0	14
The committee charge is understood and the members work towards fulfilling the charge.	54% 7	15% 2	31% 4	0% 0	13
The purpose of the committee aligns well with the college mission.	57% 8	29% 4	14% 2	0% 0	14
Overall I am satisfied with the committee's performance.	50% 7	29% 4	21% 3	0% 0	14

Q7 Do you regularly communicate with the members of the constituent group you represent regarding key items discussed and actions taken during committee meetings?

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100%	14
No	0%	0
TOTAL		14

Q8 Is there something that you would recommend to help the committee function more effectively?

Answered: 7 Skipped: 7

#	RESPONSES	DATE
1	With any committee, norms, charge and an outline of responsibilities would be helpful. This would potentially lower the learning curve for those joining established committees.	4/21/2021 2:55 PM
2	The committee does a great job staying on track. I believe that when it comes to students they have their best interest.	4/9/2021 12:22 PM
3	While agendas and minutes are usually included, supporting documents are, at times, forgotten and the website is not maintained with current information. "Discussions are collegial, and differing opinions are respected." This is only true for those whose "status" within the college is respected and fully recognized. "All members are encouraged to be actively involved." Only if administrators "approve" of particular participation.	4/8/2021 2:12 PM
4	Looking forward to transitioning to the new structure in 2021-2022 academic year.	4/6/2021 10:09 AM
5	Should focus discussion items on our master plan goals	4/6/2021 8:26 AM
6	I am looking to the new direction that the college is moving so that this council can focus on strategic matters. Over the course of the year, there was a lack of engagement by committee members and the meetings took on the disposition of a conversation between 3-4 individuals. I would recommend that agenda items be directly connected to the charge of the council and in alignment with the district and college EMP goals and objectives.	4/5/2021 1:14 PM
7	Allow for more diverse opinions to be digested before shutting them down. Brainstorming and conversations are supposed to be open. Difficult when they are devalued by those running the meeting with their own agenda/opinions.	4/4/2021 9:44 AM

Q9 Please make suggestions on how this evaluation (survey) could be improved:

Answered: 5 Skipped: 9

#	RESPONSES	DATE
1	Never liked surveys without a neutral answer. A more punitive answer will be selected without one.	4/21/2021 2:55 PM
2	NA	4/9/2021 12:22 PM
3	Questions 1, 2, 3, and 5 should read "committee/council"	4/6/2021 8:26 AM
4	None	4/5/2021 1:14 PM
5	This should be a collaborative effort of all. Not two people dominating the meeting and having to counter someone else's input and pushing their own thoughts or agenda.	4/4/2021 9:44 AM

SENATE RECOMMENDATION REGARDING INSTITUTIONAL SET STANDARDS-PROCEDURAL RESPONSE

PRESENTATION TO INSTITUTIONAL STRATEGIC PLANNING COUNCIL

DR. GREG AYCOCK



NORCO
COLLEGE

INSTITUTION SET STANDARDS

- Institution-Set Standards (ISS) are comprised of two elements: floor performance and stretch goals.
- The floor performance is the level that marks when the institution is moving into a “danger zone” for a specific outcome area.
 - Floor Performance Methodology- Floor set by calculating the value of one-half a standard deviation below a 5-year mean. Floor is stable for the time of the Strategic Plan (established in ISPC Spring 2019).
 - Stretch Goal Methodology – aligning with established framework (e.g. Vision for Success, Guided Pathways, local goals).
- When values fall below the ISS for at least 2 years, a procedural response which addresses what will be done to raise outcomes in the area is required by ACCJC.

PROGRAMS REQUIRING A RESPONSE

Employment rates for Career and Technical Education students:

Job placement rates for students completing certificate programs and CTE (career-technical education) degrees.

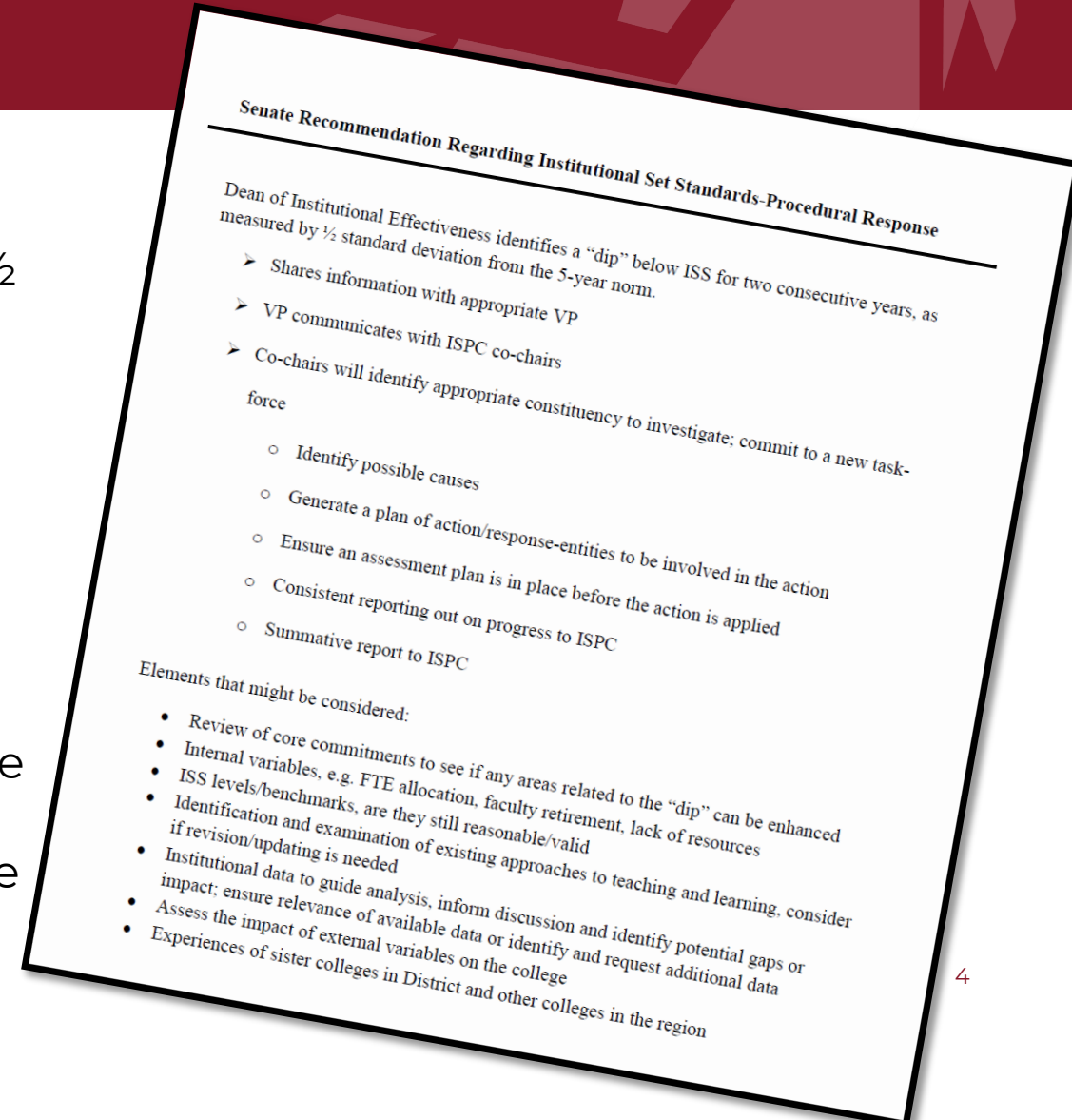
Methodology for Employment: CTE students who receive a degree or certificate or CTE Concentrator in an academic year and then do not enroll anywhere for the successive academic year are compared against the Unemployment Insurance data base to see if they received wages in any quarter during that year.

Program	Institution Set Standard (floor) %	Stretch Goal %	2017-18 Job Placement rate	2018-19 Job Placement rate	2019-20 Job Placement rate
Accounting	82.5%	82.5%	85.71%	75.86%	67.57%
Business Administration	91.2%	91.2%	88%	80.65%	75%
Manufacturing and Industrial Technology	84.8%	84.8%	87.1%	81.82%	81.48%

SENATE RECOMMENDATION REGARDING INSTITUTIONAL SET STANDARDS-PROCEDURAL RESPONSE

Dean of Institutional Effectiveness identifies a “dip” below ISS for two consecutive years, as measured by ½ standard deviation from the 5-year norm.

- ❖ Shares information with appropriate VP.
- ❖ VP communicates with ISPC co-chairs.
- ❖ Co-chairs will identify appropriate constituency to investigate; commit to a new task-force.
 - Identify possible causes.
 - Generate a plan of action/response-entities to be involved in the action.
 - Ensure an assessment plan is in place before the action is applied.
 - Consistent reporting out on progress to ISPC.
 - Summative report to ISPC.





NORCO
COLLEGE

QUESTIONS



“PARTICIPATE EFFECTIVELY” GUIDING PRINCIPLES

Classified Professionals



“Participate Effectively”

Definition of Effectively: In such a manner as to achieve a desired result.



Title 5

(a) “The governing board of a community college district shall adopt policies and procedures that provide district and college staff the opportunity to **participate effectively** in district and college governance. At minimum, these policies and procedures shall include the following: And (2) Participation structures and procedures for the staff positions defined or categorized. (3) In performing the requirements of Subsections (a)(1) and (2), the governing board or its designees **shall consult with the representatives of** existing staff councils, committees, **employee organizations**, and other such bodies.”



– Title 5, 51023.5

Guiding Principles

- Inclusion in decision-making
- Consultation and collegiality
- Knowledge of how to participate
- Encourage classified pros initiatives
- Increase participation
- Transparency of information





INCLUSION IN DECISION-MAKING

RCCD Board Policy

“Staff shall be provided with opportunities to participate in the formulation and development of District and college policies and procedures, and in those processes for jointly developing recommendations for action by the Board, that the Board reasonably determines, in consultation with staff, have, or will have, a significant affect on staff. The opinions and recommendations of the staff will be given **every reasonable consideration.”**

– RCCD Board Policy 1510



Inclusion in Decision-Making

- Classified professionals shall be provided opportunities to participate in the formulation and development of college policies, plans, and procedures. Recommend a classified professional be part of the team to create and develop college strategic planning documents.
- All college committees and councils have a classified professional co-chair, appointed per the CSEA Committee Appointment Process. Classified professional co-chairs have a shared role in setting the agenda, coordinating meetings, leading discussions, and facilitating meetings.
- Classified professionals are appointed to all governance entities by the exclusive representative. CSEA, as the appointing body, determines appointments, rotations, and reappointments.
- Provide adequate planning time for consultation, discussions, feedback, and recommendations from the classified body in the governance process to ensure that the voice of classified professionals is given every reasonable consideration before decision-making occurs.

Education Code

(a) Notwithstanding any other provision of law, when a classified staff representative is to serve on a college or district task force, committee, or other governance group, the exclusive representative of classified employees of that college or district shall appoint the representative for the respective bargaining unit members. The exclusive representative of the classified employees and the local governing board may mutually agree to an alternative appointment process through a memorandum of understanding. A local governing board may consult with other organizations of classified employees on shared governance issues that are outside the scope of bargaining. These organizations shall not receive release time, rights, or representation on shared governance task forces, committees, or other governance groups exceeding that offered to the exclusive representative of classified employees.

– Education Code 70901.2

Committee Appointment Process



CALIFORNIA SCHOOL
EMPLOYEES ASSOCIATION
Chapter 535
Norco College



Shared Governance Classified Representation Appointment Process CSEA Norco College and the Norco College Classified Senate April 2020

Intent and Timelines

State assembly bill 1725 (Education Code Section 70901 (b) (1) (E)) institutionalized the participation of classified professionals in governance decisions. However, it did not specifically require any organization to represent classified employees in the consultation process. State senate bill 235 (Education Code Section 70901.2) rectified that oversight. SB235 provides the “exclusive representative” of classified employees in California community colleges the right to appoint representatives to district consultative bodies such as task forces, committees or other shared governance groups.

In pursuit of effective participation structures and procedures to facilitate participation in shared governance for classified professionals, California School Employees Association, Chapter 535 recognizes the Classified Senate of Norco College as a professional organization promoting the interests of all classified professionals in shared governance. Therefore, the following process regarding classified staff appointments to shared governance committees will be inclusive of classified professionals while meeting the mandates of Senate Bill 235 and the MOU with the Norco College Classified Senate. Candidates for committee service will be drawn from Norco College classified professionals. Classified Senate will make recommendations to CSEA for appointments.

The Appointment Process

The process, as outlined, provides a uniform, efficient and inclusive method of appointment of “shared governance classified representation.” Participants in the process are encouraged to utilize phone and email communication throughout the process to promote quick turnaround. The appointment process will be monitored, evaluated and revised, if necessary, to improve methodology or re-enforce “intent.”

Annual Process:

During the summer of each academic year, classified professionals interested in serving on a college committee or being removed from a college committee must submit in writing via email to the Classified Senate. Prior to the beginning of the academic year, the Classified Senate will discuss all requests and make a recommendation to the CSEA Norco College Vice President on committee appointments. Any requests received after the first day of the fall semester will be handled on a case-by-case basis with ten working day turnaround.

Classified representatives and Classified Co-Chairs are appointed using this process from CSEA and CSEA’s Classified Senate.

[CSEA Committee Appointment Process](#)



CONSULTATION AND COLLEGIALLY

Consultation and Collegiality

- Collegiality. As a commitment of RCCD, it is important to recognize that collegiality is the cooperative relationship of colleagues. Classified professionals serve on college committees as representatives of the classified professional body and should be treated with respect as colleagues.
- Classified representatives serve on governance entities as a representative of their constituent group and not as part of their position in a department/division. Classified pros should not be subjected to retaliation or accountable to their supervisors for conduct during governance activities as a CSEA appointed representative.
- If the subject matter affects or will have an effect on classified professionals, in consultation with classified body, the classified representatives are provided adequate time for feedback and recommendations.



KNOWLEDGE OF HOW TO PARTICIPATE

Knowledge of how to participate

- Provide a one-page summary of the governance process, where each governance entity fits in the structure, and the purpose of each group.
- Provide classified professionals governance workshops annually as part of classified professional development. Classified Professional Development Committee does this.
- Provide training in parliamentary procedures annually.





ENCOURAGE CPROS INITIATIVES

Encourage CPROS Initiatives

- Provide an opportunity for classified professionals to bring forth ideas and initiatives that affect or will affect the classified body.





INCREASE PARTICIPATION

Increase Participation

- In consideration of classified professionals' commitment to student learning and support, college governance meetings should not be conducted during finals week, the first week of the semester or the week before the semester begins.
- As a commitment to student life and student events, college-wide governance meetings and employee events should not be held during college hour. The college community should support, provide service, and engage with students during this set aside time for student events. If the decision to hold such events during college hour, the college should make every effort to close departments or adjust staffing to enable classified professionals to participate.
- Classified professionals town halls held during the year to provide classified pros the opportunity to express their opinions at the campus level.
- In a strategic planning year, classified professional forums should be held to obtain classified professional feedback. Done in summer 2020.
- All council meetings should be provided with a zoom option for remote attendance.



TRANSPARENCY OF INFORMATION

Transparency of Information

- Provide stakeholders with key information to increase education. Regularly provide updates from beginning to completion.
- Governance website should include all council documents in advance of meetings. It should be utilized as the one repository.
- Draft proposals should note whether it will affect the classified body.





QUESTIONS?

By Classified Professionals