

# Annual Evaluation Report 2013-14

Norco College

**OFFICE OF INSTITUTIONAL EFFECTIVENESS**

July 16, 2014

# Evaluation of Planning, Budgeting & Decision-Making Processes

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## Norco College

Since the 2009-10 academic year, Norco has had procedures in place for the evaluation of its integrated institutional planning, program review, resource allocation and decision-making processes. The purpose of this report is to present the activities during 2013-14 that fulfilled the following procedures and ensured regular evaluation of the established College decision-making structure.

### **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 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
- ✓ The concerns of stakeholders (students, faculty, staff, administrators and the communities served by the college) are ascertained on a regular basis and continually incorporated into the College's planning, resource allocation, and decision-making processes.

### **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 – At the end of November 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 of Effectiveness of Academic Senate and Senate Standing Committees: In October 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 year. The Academic Senate will receive an executive summary from each standing committee for review and discussion at 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.
3. Memorandum from College President to Norco College – 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 Committee membership that identifies which of the 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 Planning Councils a detailed rationale for the divergence will be provided.
4. Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at 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 –At the final Committee of the Whole meeting of each academic year the membership (which constitutes faculty, staff, students and administrators) will be surveyed to determine their degree 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 linked.
6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the Committee of the Whole membership, informing them of budget allocations decisions which impact the college and district, and providing ample opportunity for institution-wide dialogue.
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. Annual Evaluation Report – This report, to be prepared by the Office of Institutional Effectiveness, will be transmitted to the Institutional Strategic Planning Committee (ISPC) 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.

### **Annual Survey of Effectiveness of the Planning Councils**

This ten-question survey focuses on issues related to the prioritization of resource requests from program review, the role of each of the planning councils (Academic Planning Council, Business and Facilities Planning Council, Student Services Planning Council), and the linkages between strategic planning, program review, assessment and decision-making with the councils. The survey was sent out to each of the councils’ co-chairs on November 25, 2013, and they disbursed it electronically to their respective members. A total of 25 council members responded with APC, BFPC, and SSPC responses at 8, 7, and 10, respectively. Overall, the Planning Councils Survey for 2013-14 indicated that all three councils were strong in their use of data, prevalence of dialogue, and perceptions of their role/purpose in resource allocation and strategic planning. Regarding strategic planning, program review, assessment, resource allocation, and decision making, council members were satisfied with these processes, but did not always feel they were strongly linked with council activities. A more detailed summary report of the 2013-14 Planning Councils Survey is available at the following location:

<http://www.norcollege.edu/about/academic-affairs/Documents/SS-Research/Planning%20Councils%20Survey%20Summary-2013-14.pdf>

### **Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees**

For the 2013-14 academic year, the Academic Senate President conferred with the Office of Institutional Effectiveness to create a common survey for the Senate and Standing Committees. The instrument was distributed mid-October 2013, and total of 92 members representing all seven standing committees responded. Separate data summaries were distributed to each of the standing committees’ co-chairs with the understanding that they would discuss results with their respective members, generate an executive summary based on the discussion, and report back to the academic senate. Four standing committees reported back to the academic senate, and the Academic Senate reported to the Institutional Strategic Planning Council (ISPC) on their results. The Academic Senate President created a Senate Overview of the Assessment which outlined the survey results and posed three recommendations/goals. One of the

recommendations indicated that the lack of response by almost half of the standing committees to the survey was symptomatic of the need to improve communication between the standing committees and the senate. This recommendation also included plans to solve this lack of communication and improve participation in this evaluation process for the next academic year. The Academic Senate report on this survey is available at:

<http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/AS%20Standing%20Committee%20Evaluation%20of%20Effectiveness%202013-14.pdf>

### **Memorandum from College President to Norco College**

This memorandum summarizes the rationale for final decisions on resource allocation for the following academic year. Resource requests were initially made known through program review, and then compiled and prioritized by the appropriate planning councils (instructional program review requests to APC, student services program review requests to SSPC, and administrative program review requests to BFPC). Once the planning councils have set prioritization lists for requests, each list is forwarded to the ISPC to be reviewed for acceptance. If ISPC identifies any requests that may need to be re-evaluated, the list is returned to the appropriate planning council for re-evaluation. Once ISPC has accepted the prioritization lists, they are forwarded to Committee of the Whole, and then on to the president for final decision. The memorandum captures all of the decisions for resource allocation for the following year. The president's memorandum is usually released in the spring semester and during 2013-14 it was distributed on June 11, 2013 (See Appendix A).

### **Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators”**

Each fall semester the Dean of Institutional Effectiveness makes a presentation to the Committee of the Whole (COTW) on progress in meeting educational master plan goals (same as strategic planning goals) during the previous academic year. The presentation in Fall 13 was unique in that it represented the beginning point or baseline for the new strategic plan of 2013-18. The presentation of the report can be found at the following location:

[http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/Educational\\_Master\\_Plan\\_Goals\\_Outcomes%202008-2012%20Final.pdf](http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/Educational_Master_Plan_Goals_Outcomes%202008-2012%20Final.pdf).

During the process of gathering baseline data, it became clear that the responsibility for annual improvement on the goals would need to be shared by the entire institution. To facilitate this, strategic planning committees were assigned to each of the goals and objectives, and were asked to produce an action plan for their assigned objectives. This did not mean that the committees would be responsible for implementing the action plans. However, they would be the body that decided on baseline measures, activities, timelines, and responsible parties or

departments. An example of the action plan template is provided in Appendix B. At this point, most of the committees have handed in their action plans and presently they are being compiled into one document.

### **Survey of Committee of the Whole Membership**

The purpose of this survey is to give a broad constituency base at Norco College the opportunity to provide input on the effectiveness of prioritization processes, linkages between program review, planning, and resource allocation; as well as the extent to which faculty and staff are participating in those processes. This survey was administered on May 20, 2014, with 77 respondents. The 2013-14 survey had an additional question added that asked for employee status. This question allowed data to be disaggregated by administrator/faculty/staff categories. Survey results indicated high levels of awareness and participation in the above strategic planning and resource allocation processes as indicated by positive ratings ranging from 80 to 100 percent. The disaggregation by employee status displayed a consistent pattern of agreement with administrator indicating highest percentage agreement, faculty indicating second highest, and staff indicating third highest. For a full report of this survey please see:

<http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/COTW%20Survey%20Summary-2014.pdf>

### **Report of Resource Allocation**

During the COTW meeting on September 24, 2013, the Vice President of Business Services made a report to college constituencies regarding budget and resource allocation for the academic year. The report outlined the approved budget (including COLA which had been absent for the past several budget cycles). The projections appeared to indicate some turn around in the downward trend over past years, but Norco College will probably not see a windfall until the following academic year (2014-15) due to several factors outlined in the report. In addition to a budget overview, the vice president reviewed the new Budget Allocation Model. For all details of the report on resource allocation presented at COTW, please see minutes including the presentation at:

[http://www.norcocollege.edu/about/president/strategic-planning/Documents/cotw/2013-14/2013-09-24\\_COTW\\_Minutes.pdf](http://www.norcocollege.edu/about/president/strategic-planning/Documents/cotw/2013-14/2013-09-24_COTW_Minutes.pdf)

### **Annual Open Dialogue Session**

On June 4, 2014, Norco College held the Annual Open Dialogue Session where there is no agenda and all constituencies are invited to provide feedback on strategic planning, program review, resource allocation or other topics. Eighteen people were present for the session and it lasted for one hour. Topics covered were faculty participation in shared governance committees, procedures for resource requests, professional development, and other miscellaneous items. The complete executive summary is available at the following location:

<http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/Open%20Dialogue%20Executive%20Summary-2014.pdf>

## **Annual Evaluation Report**

The present report represents the eighth and final element of the annual cycle for evaluating strategic planning and decision-making processes for the 2013-14 academic year. This report was transmitted to the Institutional Strategic Planning Committee, and feedback on improvement in the cycle was discussed during the Strategic Planning Retreat in December 2014.

## Appendix A

DATE: June 11, 2014  
TO: Norco College Committee of the Whole  
FROM: Dr. Paul Parnell, President

Dear Norco College Mustangs:

This is the President's annual "closing the loop" memo linking the tremendous faculty, staff, administration, student, District, and community efforts in planning and program review to our resource allocations for 2013-2014, all directed toward student success and accomplishing our college mission. We need to continue to use our outcomes measurements to validate the differences these allocations have made to student success.

I commend you for the herculean efforts on behalf of our students, workforce, and community to provide the best educational opportunity possible, celebrate diversity, and promote collaboration. The results are in; we have more degrees (we have now reached our state ADT goal, but will develop even more), more certificates, and more foundation skills for our students with the most inclusive, creative, and innovative pedagogical techniques and technology possible. This year, 1514 students are eligible for degrees and certificates.

Highlights of the past year:

- We have state-approved AA-T and AS-T degrees in Communication Studies, Early Childhood Education, Computer Science, English, Mathematics, Physics, Studio Arts, Psychology, Sociology, Spanish, and Anthropology. We have some pending approval with the state and others in curriculum development.
- We continue our reach into the community through our partnership with the Corona-Norco Unified School District, the Navy, and our surrounding cities of Norco, Corona, and Eastvale.
- March 3-6 we hosted an ACCJC external visiting team as part of the reaffirmation of accreditation process. The final report and outcome of the visit will be released in July.
- During the spring we brought over 700 Corona-Norco Unified School District grads and parents to Norco for the Summer Advantage Program orientations. We expect over 500 participants in this year's program.
- The Art Gallery featured four exhibits of diverse perspectives in art, including a showcase of work from Norco students of Art and Design.
- Commercial Music produced an outstanding three CD set of student work.
- The Mustang men's and women's soccer teams completed successful seasons.



- We conducted Career and Transfer fairs and events, and hosted an Industry Summit for over 120 business leaders.
- We authentically assessed student learning in courses, programs, and services.
- We served over 10,000 students each semester.
- We completed our Facilities Master Plan, Technology Plan, and Distance Education Plan after a year of comprehensive work.
- We conducted a host of year-end student award and recognition celebrations (Diversity and Equity, Upward Bound, CalWORKs, EOPS, CARE, SSS-RISE, Veterans, ASNC Students of Distinction and Scholarship Awards, Disability Resource Center, Puente, T3P, Foster Youth, etc.). We have enjoyed attending these events on behalf of our wonderful students the past few weeks and will enjoy more in the days to come, culminating in Commencement on June 12.

### Prioritized Personnel Needs

**Faculty Positions:** This year we mourned the loss of our colleague and friend, Michael Cluff, Professor of English. We are currently in the process of hiring three tenure-track faculty replacement positions in the disciplines of English, Psychology, and Humanities. These faculty hires were endorsed by the Academic Planning Council during the program review prioritization process.

**Staff Positions:** Hiring staff positions still are dependent on pending Budget Allocation Model distribution, but we identified funds to increase hours for permanent part-time employees in the College Resource Center, EOPS, Student Financial Services, Food Services, and Admissions and Records. A part-time financial analyst position from the program review list was approved and funded by the District. New Student Services positions have been added from this year's prioritized list approved by ISPC. The application support technician (#1 on the list) remains our top priority and our intention is to fill this position as soon as funds become available. We simply cannot function as effectively as a college without this position, which is a vital interface between our Admissions and Records and Student Financial Services staff and Ellucian student database.

**Administrative Positions:** Student Services has reorganized; our Dean of Instruction was selected as the Interim Vice President of Academic Affairs at Moreno Valley College; and we will fill that gap on an interim basis.

### Prioritized Equipment Needs

The Planning Councils ranked equipment and technology requests from each area program review. Before making purchase recommendations, the Councils determined if grant or categorical funds could be used for purchases. In addition to using alternate funding sources, some items listed on the equipment and facilities requests were covered under Secondary Effects or the construction of the Operations Center.

California community college block grants from the state, the traditional source of instruction and non-instructional equipment money, have been funded this year. However, an extensive list of equipment and supplies were purchased through the use of STEM grant funds as well as funding from Perkins and our Title V Portal and Cooperative grants. In addition, some prioritized equipment requests were funded through the contingency funds of the Vice Presidents. Over \$205,000 was allocated to purchase items from program review.

Some of the purchases include: science lab supplies, theater headsets, vinyl skeleton for Anatomy, piano for Commercial Music; classroom audio visual equipment, Moticams for A&P classes; card readers for Admissions; classroom furniture; Facilities and Grounds equipment; software for outcomes management/program review tracking (TrakDat); a thermal imager; Lynda.com license; carpeting; the STEM modular; and an upgrade to the fire alarm system.

#### Facilities Improvements

Based on program review, several office moves are in progress to better serve students, at an approximate cost of \$35,000.

The building formerly used for the Early Childhood Education program has been remodeled with STEM grant funds and repurposed into a STEM Center with dedicated open labs, tutoring, technology/software, career advising and counseling, and transfer activities. It will be fully functional for the fall semester.

We will continuously assess and measure how our allocation of resources improves student completion processes and our learning environment. As a result of all the efforts by faculty, staff, and administration, we have an increase of almost 500 students eligible for degrees and certificates this year. It is so rewarding to be part of this great community of educators and brag about all of you. Let's celebrate our student successes and the difference we made in their lives.

Dr. Paul Parnell, President

Norco College

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Appendix B-Action Plan Template

GOAL #: \_\_\_\_\_

GOAL OBJECTIVES		COMMITTEE(S) LEADING	BASELINE MEASURE	TARGET OUTCOME
Objective 1:				
Objective 2:				
Objective 3:				
Objective 4:				
Objective 5:				
Objective 6:				
Activities	Method(s) of Measurement	Timeline	Responsible Offices/Parties	Objective(s) Addressed