

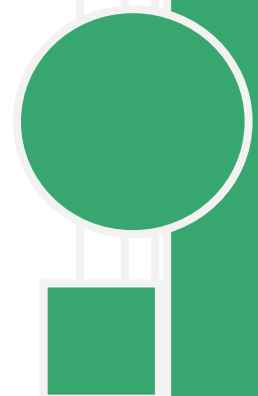
REPORT ON ANNUAL EVALUATION CYCLE

2018-19

Report of evidence that evaluation of planning cycle was completed

Office of Institutional Effectiveness

11/15/2019



REPORT ON ANNUAL EVALUATION CYCLE

2018-19

Since the initiation of SP 2010-01 in 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 2018-19 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 integrated.
- 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 highly valued and regularly 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. 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. Report of Effectiveness of Academic Senate and Senate Standing Committees: In 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 academic year. In late spring, the Academic Senate will receive an executive summary from each standing committee for review and discussion at a designated Academic Senate meeting. 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 that identifies which resource requests were funded. The Memorandum shall include positions that are approved for hiring as well as other resources. In instances in which the President’s decisions do not correspond to the recommendations of the prioritization process, a detailed rationale for the decisions will be provided.
 4. Progress Report on Strategic Planning/Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at an ISPC and a Committee of the Whole meeting during the fall term of each academic year.
 5. Institutional Effectiveness and Planning Survey –In late spring, the College-at-large will be surveyed to determine the degree to which the College constituencies understand and are satisfied with planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively integrated.
 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 informing them of budget allocation decisions which impact the college and district. 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. Report on Annual Evaluation Cycle – This report, to be prepared by the Office of Institutional Effectiveness, will be presented to the ISPC in the fall. The ISPC will utilize the report to initiate dialogue which may include suggestions for improvements in planning, procedures, and processes.

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 February 20, 2019 and they distributed it electronically to their respective members. A total of 17 council members responded from APC, BFPC, and SSPC with responses at 8, 3, and 6, respectively, which is relatively low compared to previous years. Overall, the Planning Councils Survey for 2018-19 indicated that respondents across all planning councils were mixed between positive and negative ratings across many questions in the survey. Despite a lower response rate and increase in negative ratings, the open-ended comments were very helpful in interpreting the negative ratings. Many of the comments focused on the lack of consistent rubric use which led to a perception that the prioritization process was subjective. The other overall takeaway from this survey is that council members' ratings on Question 10 seemed to indicate that planning processes, especially assessment, needed to improve in how well they were linked with the activities of the council. These statements provided council co-chairs valuable qualitative data on which to begin dialogue and ultimately work toward improving effectiveness of council's processes. A detailed data summary report of the 2018-19 Planning Councils Survey is available [here](#).

REPORT OF EFFECTIVENESS OF ACADEMIC SENATE AND SENATE STANDING COMMITTEES

The Academic Senate & Standing Committees Survey of Effectiveness was distributed March 22, 2019 and a total of 71 members representing all eight standing committees plus the Academic Senate responded. The [data summary](#) comparing each committee's responses by question was distributed to the academic senate president. Each committee's co-chairs received the data summary and discussed results with their respective members. Subsequently, the co-chairs generated an executive summary based on the discussion, and reported back to the academic senate. All of the standing committees reported back to the academic senate, and the Academic Senate reports a summary of activities to the Institutional Strategic Planning Council (ISPC). The report on the 2018-19 activities was given on December 4, 2019.

MEMORANDUM FROM COLLEGE PRESIDENT TO NORCO COLLEGE

This memorandum is an update and rationale for 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 for 2018-19 was distributed on July 18, 2019. The actual memo verbatim is available [here](#).

PROGRESS REPORT ON STRATEGIC PLANNING/EDUCATIONAL MASTER PLAN GOALS, OBJECTIVES AND "DASHBOARD INDICATORS"

Each fall semester the Dean of Institutional Effectiveness makes a presentation to the ISPC on progress in meeting strategic planning goals (same as educational master plan goals) during the previous academic year. The presentation to ISPC took place on November 20, 2019. This is the final academic year of the strategic plan which was extended to include the 2018-19 academic year, so the current report is actually a summary of outcomes for the entire strategic planning period. In tallying all the metrics (defined as points of measurement or review) for the strategic plan, there are a total of 99 metrics comprising the 2013-2018 Strategic Plan. Of the 99 metrics, 66 have either met 5-year targets or are within 90% of achieving these targets; 24 metrics are less than 90% of targets, and 9 metrics are either not quantitative or have never had targets established for them. The Report in its entirety can be found [here](#).

INSTITUTIONAL EFFECTIVENESS AND PLANNING (IEP) SURVEY

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. In addition, issues regarding accreditation including college mission, assessment, program review, resources, campus climate, and resource allocation were included on the survey instrument. It was administered on May 20, 2019 and 75 people completed the survey. This is a marked drop off in response compared to previous years which regularly had over 100 respondents. This is most likely due to the increase in surveys administered at the end of the year which has put the college in "survey fatigue". The IEP survey contains a question requesting employee status which allows data to be disaggregated by administrator/faculty/staff categories. Overall, survey results suggested that college

constituencies felt they had a strong impact on the institutional mission, even with the mission changing from the previous year's survey. Assessment and program review received relatively agreeable ratings, with some disagreement in the meaningfulness of these activities. Data use appears to be high at Norco College, but awareness of ISS needs to increase. Human resources processes were perceived to be positive for all constituencies with some indication that training and professional development could be improved. Campus climate including items on fairness, safety, and inclusiveness contained some of the highest mean scores which was an indication of a positive climate at Norco College. Lastly, planning and resource allocation processes were rated as effective for the most part, but there was some disagreement as to whether the needs of students or areas were adequately met. In comparison to the 2018 IEP survey, most of the patterns of response across employee groups stayed fairly consistent in the 2019 survey. There was some movement downward in levels of overall agreement for management in comparison to the previous year, but the sample size will need to be considered as one possible reason for this, though not the only explanation. For a full report of this survey please see the following [link](#).

REPORT OF RESOURCE ALLOCATION

The Vice President of Business Services made multiple reports to college constituencies regarding budget and resource allocation for the academic year in BFPC which is a standing agenda item for that council, and in ISPC on September 19, 2018 (see BFPC [handout](#)). During the presentation, topics such as new revenue, budget details, increases in categorical programs, the budget allocation model, and future challenges/opportunities were covered.

REPORT ON ANNUAL EVALUATION CYCLE

The present report represents the final element of the annual cycle for evaluating strategic planning and decision-making processes for the 2018-19 academic year. This report was presented to the Institutional Strategic Planning Council on December 4, 2019. The council used this report as a tool by which to review and evaluate the evaluation cycle.