

**Institutional Strategic Planning Council**  
**Fall Retreat**  
**November 30, 2018**  
**9:00am – 2:00pm**  
**Roosevelt HS**  
**Minutes**

Members Present: Kris Anderson (Faculty Accreditation Co-chair), Greg Aycock, Celia Brockenbrough, Peggy Campo, Leona Crawford, Mark DeAsis, Daniel Landin, Ruth Leal (Staff Co-Chair), Sam Lee, Mark Lewis, Autumn Parra (ASNC Rep.), Chris Poole, Bryan Reece (Administrative Co-Chair), Kaneesha Tarrant

Members Absent: Melissa Bader (Faculty Co-Chair), Monica Esparza, Mitzi Sloniger, Jim Thomas

Guests Present: Jeremy Goins, Irene Malmgren, Jennifer Montgomery, Gustavo Ocegueda

Call to Order: 9:12am

**Approval of Minutes:**

Approval of Minutes for November 7, 2018

MSC (Lewis/Collins)

Approved with edits. Abstentions: 2

**I. Action Item:**

- A. Technology Committee Addendum  
MSC (Anderson/Lewis)

(Ruth Leal)

Ruth shared a handout explaining the rationale for extending the plan through spring of 2019. Approved (1 Abstention)

**Questions/Comments:**

Will the addendum be posted on the website? Yes.

Approved. 1 Abstention

- B. Strategic Plan Addendum  
MSC (Campo/Anderson)

(Bryan Reece)

Dr. Reece shared that our current plan will expire in 2018; this plan needs to be extended to 2019 while we write our new plans.

Approved.

**Comments/Questions**

Will we report on the 99 metrics of the old report in the fall of 2019? We should be ready to use the metrics of the new plan at this time.

## **II. Committee Reports**

### **A. Academic Senate**

Peggy will share the written report with the committee via email.

### **B. ASNC**

Autumn Parra provided the report verbally:

- All angels from the angel tree have been adopted, gifts are due December 4.
- New VP Finance, Shawn Shewn will attend ISPC next semester.
- Will have an update on student fees after ASNC president meets with Chancellor Isaac. All three colleges will vote on increase, not sure when. Is there a target for increase? \$30/main term \$15/intersession.
- Harvest Festival has the largest turnout in its history.
- Other ASNC events including the Veterans Benefit Concert went well.
- ASNC has met with the interim VP for Student Services regarding transitioning funding for athletics from ASNC to the college.

### **C. Safety Committee**

Handout provided to committee members. Please direct questions to Sgt. Henry or Justin Czerniak.

#### **Comments/Questions:**

Does this report contain the issue discussed about the ability to drive a vehicle through campus? Campus safety and security is a top priority in our FMP and will be included there. Suggested check in spot in area near warehouse.

### **D. Marketing Committee**

Ruth Leal provided a verbal update and will send a written report to the committee via email.

- Updated statement of purpose.
- Subgroup for a marketing consultant, who is working on our marketing plan. The company, VisionPoint, has met with focus groups, and IE, marketing data on our competitors.
- Online survey will be sent out to college constituent groups and the community.
- Initial phase will be brought to ISPC through the planning process in the spring.

## **III. Information Items:**

### **A. NC Promise Program**

(Gustavo Ocegüera)

- #### **A.**
- Gustavo proved the committee an update on where we are with the funding, that we received this year. A copy of the proposal was provided with a summary of how we are spending the funding. Noting that the funding is different from the BOG waiver, which has been renamed.

### Comments/Questions:

- ASNC should be included in planning for next year.
- Next year put through SSPC for the new proposal, teamed up with Summer Advantage and actively recruiting for next year.
- What percentage of the total population that could be eligible that are missed right now? Will work with Maria to identify for next year's program.
  - Requirements are that students are full-time in spring. Is there a goal to get a feel on the percentage or number, can come back and report to ISPC? What is the capacity that we can serve, this cannot be determined until everyone completes the FAFSA. Statistically, a little over 50% who apply at NC and complete the FAFSA are eligible for the BOG waiver. Next steps are to offer to other first year students who are not in the program.
- 278K is for spring term, is that an academic year allocation?
  - Yes, next year if approached the same way, we may not be able to do the book voucher.
- Collect FA eligibility data for report in spring.

#### B. Roosevelt HS Partnership (Bryan Reece)

Dr. Reece reviewed our service area for the committee and reminded the committee of the importance of the college being out in the community. We have strong name recognition in Norco and Corona, and Eastvale is a new community where most residents have moved from somewhere else. This community does not know us, and our goal is to work to strengthen those relationships. We have an excellent partnership with Roosevelt HS who is hosting us today. Dr. Reece introduced Dr. Jeremy Goins, Principal at Eleanor Roosevelt HS, Jennifer Montgomery, Assistant Principal and Dual Enrollment Coordinator to speak to the committee about the partnership.

Dr. Jeremy Goins, thanked the committee for coming to the high school. He shared that the dual enrollment program has been a game changer for their students. It has provided the ability to connect different levels of student and put them directly into the college pipeline. This is part of their mission and through this partnership they are able to see this actually happen and the result is transformational for students.

Jennifer Montgomery gave an overview of the pathways that are offered at Roosevelt: Engineering STEM, BUS, ADJ, ECE. They are offering ENG-1A, and Calculus-1A. In the future they hope to offer Graphics Arts.

Jennifer shared that in October Roosevelt HS hosted CCEMC and convened a panel of students and instructors. The feedback was amazing, students across the board said dual enrollment helped them access college and how they enjoy the rigor of the classes noting how ENG-1A helped them to become better writers. The partnership and personal connections made with faculty is what makes this so successful. We are serving as a model for other schools. Jennifer thanked the college for embracing dual enrollment and partnership.

Comments/Questions:

What can Norco College do to further support the work?

- After the HS and students build relationships the instructors they leave. It would be beneficial to have some consistency if possible.
- Reconvene the regular, informal breakfast meetings and continue to streamline processes that remove the barriers to implementing new programs to response quickly to student interest and need.
- Improve information sharing with systems, who is in the class, or did they register.
- Use this opportunity to find our barriers and eliminate them for our students.
- What percentage of dual enrollment students will graduate from NC?
  - Students that are underrepresented and more likely to attend NC, do not have data yet, but it will be gathered as pathways are developed. Summer Advantage has high enrollment.
  - Our goal for the program is to raise college going rates. Every student who enrolls in the dual enrolment is a NC student. Goal is to get them to go to college, not just NC.

C. Big Us Plan

(Bryan Reece)

The goal of this retreat is to get everyone up to speed on where we are with our planning, new EMP, FMP, Strategic Plan. The Big Us Plan is where we are storing our ideas.

Dr. Reece introduced Irene Malmgren, who is one of two consulting groups, we will be working with to help write our plans. Irene was VP of AA at Mt. SAC, VPAA at Citrus, President of CIO organization.

Dr. Reece reviewed the various retreats and how the information in the plan was collected in breakout sessions, and key areas of the Big Us Plan. He reviewed and outlined the breakout sessions for today's retreat.

Comments/Questions:

- Is the multi-use campus idea in the FMP?
  - The notes should be captured in the plan but the basic idea is that we have 141 acres, half of it is the college, the other half is not developed. An idea from one of the breakouts included public-private partnerships on campus to create an academic village that includes: Lower-level retail spaces, food services, entertainment, 2-3 college spaces, lecture halls, labs, etc. 4-5 residential areas, low cost for students, veterans, and employees. These public-private partnership arrangements can generate revenue.

- Committee members discussed district relations and how to create success within the context of those relationships in addition to leveraging the unique culture at NC to help generate support for the changes needed for the equitable distribution of resources.

### Breakout groups Read Out

#### Group 1- Other Plans:

- Flow for how the plans should be related to one another.
- Get chart – adding Marketing,
- Mapped – with matrix that goes over the objectives and the plans that the objectives would be included in. Observations is that half of the objectives do not map to any of our existing plans. Expanded the scope of the plans and identified gaps.
- Existing plans are stale dated and not really representative how where we are today.
- Need to continue this discussion.

#### Group 2 – Vision for Success

- Mapped Big Us Plan to Chancellors Goals
  - Increase completion
  - Increase Transfer
  - Decrease average number of units 87-79
  - Workforce
  - Decrease equity gaps

We have hit goals 1-5 with some overlap. Further drilled down to strategic objectives and identified where those objectives aligned as well.

Identify and clarify goals that are specific goals.

Checklist of current gaps where we are not comprehensive would be helpful. We were able to backward map this work, which is good, please share matrix with Greg.

#### Group 3 – Norco “College”

- Talk through College/District relations:
  - Ownership of Budget management/development
  - Responsibility for fundraising and resource development
  - Riverside political civic leaders are connected to RCC and District leadership. Think through how to get the civic leaders in our region connected with leadership at RCCD/Board.
  - A Board member for each regional project at NC.
  - Statement in EMP about working for budget equity for the region.
  - Clarify decision making processes from College to the District or processes need to be updated.
  - Ducks in a row while we grow.
  - Develop trust relationship with College and District.

- Importance of relationships among leadership

#### Group 4 – Assignments

- Assigned Goals/Objectives to each of the councils for distribution.
- How committees are structured may need to change with the plan, recommended reviewing the structure.
- Accreditation is a given perhaps should not be in the strategic plan.
- Identify planning vs. operational objectives.

What we are doing is the model of integrated planning. We are fortunate that all of the plans come together at the same time. We are reaping the benefits of those who came before us who put the energy into the plans that shaped who we are today. Suggested a prologue to our founding leadership in the new plan. Suggested a tag line using student transformation, regional transformation, and college transformation.

#### **IV. Good of the order**

- Upward Spiral is the next book for Read 2 Succeed.
- Dr. Lee met Shawn Whalen and was informed that this week our proposal for 200K funding to the College Futures Board. Funds for EduNav, ed advisor, and the writing of our story. Salesforce pilot pitch was well received.
- FMP Consultants will be DLR group, will require meetings, and engagement from the entire college community.
- Library services platform changed to increase college independence.

Meeting adjourned: 2:21pm

Next meeting: February 20, 2019

Minutes respectfully submitted by Denise Terrazas

## Addendum II to the Norco College Technology Strategic Plan: 2013-2016

In 2016, the Technology Committee approved the Addendum to the Norco College Technology Strategic Plan: 2013-2016 to extend the plan through 2018 in order to align it with the college's strategic plan set to be updated in 2018. Norco College began the framework for the college's strategic plan in 2018 which includes the need for technology in student learning and success as well as to positively impact our employees and institution. The timeline for the new college Strategic Plan, along with the Education Master Plan and Facilities Master Plan, is schedule to be completed in 2019.

Therefore, in order to align with the college's strategic planning and ensure that the goals of the Technology Strategic Plan supports the college's mission and goals, this second Addendum to the Norco College Technology Strategic Plan 2013-2016 extends the current plan through spring 2019. This addendum will continue with the direction of the Technology Strategic Plan 2013-2016 and the Addendum to the Norco College Technology Strategic Plan 2013-2016, as the Technology Committee reviews, assesses, and updates the plan.

### Strategic Updates:

- The Norco College Technology Principles and Guidelines was updated to reflect the revised program review process for technology requests, referenced in ISPC's *Joint Resource Allocation Prioritization Process* that all technology requests from program review will be prioritized by the Technology Committee, and implemented the Technology Committee's *Planning Council Program Review Requests for Technology Committee* form that aligns with the refresh plan, total cost of ownership, and assessment of technology resources.

By 2019, the Technology Committee will revise and update the plan to guide the strategic direction, implementation and sustainability of technology resources throughout the College to support student learning programs and services and improve effectiveness consistent with the College's mission.

# MARKETING COMMITTEE REPORT

## FALL 2018

### COMMITTEE STATEMENT OF PURPOSE

*As a standing committee of ISPC, 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.*

### ACTIVITIES:

#### Marketing Plan

- Over the summer a subgroup of the Marketing Committee worked on an RFI for a marketing consultant. A recommendation was made to the full committee in fall and was approved. VisionPoint was selected and began the first few phases of the Marketing Plan with on-campus focus groups, data research provided by the Institutional Effectiveness office, and marketing data on competitors. An online survey will go out to all constituency groups including the community to gain data on brand awareness and other valuable information needed to form a digital marketing plan for the college. This initial phase is set to be completed at the end of December and will be brought to the committee for review in spring.

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

- The committee provides a strategic direction through planning in a collaborative process for the marketing and awareness of Norco College, its programs and services to students and the community.

### 2018-2019 COMMITTEE MEMBERS:

Andy Robles  
Megan Lindeman  
Debra Mustain  
Jennifer Krutsch

Kasey Boyer  
Tajza Chatman, ASNC  
Rudy Castellanos, ASNC  
Brady Kerr (Co-Chair)

Ruth Leal (Co-Chair)  
Ashley Etchison (Co-Chair)



## Norco College 2018-2019 Promise Program

### Purpose

AB19 established the California College Promise (CPP) focused on increasing college attendance and graduation rates and reducing and eliminating achievement gaps for first-time college students enrolled full-time (12 units). CCP recipients must have submitted a FAFSA or CA Dream Act Application (CADAA). Education Code 76396.3 authorizes districts, but does not require, to use CCP funding to waive fees for one academic year. *Allowable expenses include: enrollment fees, books, instructional costs, transportation, childcare expenses, and other uses that support the goals of the legislation.*

**2018-2019 Allocation: \$278,571**

### NC Promise Program Proposed Eligibility Requirements:

- First time college students who participated in 2018 Summer Advantage and/or 2018-19 First Year Experience (FYE) program participants.
- Must meet California residency requirements.
- Eligible students will be promised an education free of charge (tuition, health, student services fees, transportation fee) based on 12 or more units of enrollment in spring 19).
- Student will receive a book voucher for spring term only.
- Students will be required to complete either college level English or Math in 18-19.
- Students must be in good standing and maintain satisfactory academic progress.
- Students must have a comprehensive Student Education Plan on file.
- Students must complete the FAFSA or California Dream Act Application with Norco College school code listed.
- Students must sign a Promise Agreement signifying their commitment to the program and their education, which includes a comprehensive educational plan, successfully completing a full-time course load in spring, and maintaining a minimum 2.0 grade point average during their first year.

**NOTE: 2018-2019 Program will only be in operation in spring 2019**

### Eligible Students

2018-19 Summer Advantage Participants (285)

2018-19 FYE Eligible Participants (225)

**Total, unduplicated count of eligible students: 510**

*\*Students enrolled in special funded programs who meet program requirements will also be considered if funding is available.*

## Projected Costs

Category	Not Eligible for CCPG (BOGW)	Eligible for CCPG
Tuition Fee	\$46/unit x 15 units=\$690	\$0
Student Services Fee	\$15	\$15
Health Fee	\$20	\$20
Transportation Fee	\$5.50	\$5.50
Book Voucher	\$250	\$250
<b>TOTAL per student</b>	<b>\$980.50</b>	<b>\$290.50</b>

\*Out of the 510 eligible students, 300 qualified for CCPG and 93 did not. The remaining students (117) did not file or have incomplete FAFSA applications on file. For estimating purposes, assume 50% will complete FAFSA and qualify for CCPG (59), and 50% will not (58).

300 students receiving CCPG	\$290.50	\$87,150
93 students not eligible for CCPG	\$980.50	\$91,187
59 without FAFSA not eligible for CCPG	\$980.50	\$57,850
58 without FAFSA eligible for CCPG	\$290.50	\$16,849
<b>TOTAL COST</b>		<b>\$253,036</b>

## Personnel Costs

Permanent, Part-Time Student Financial Services Outreach Specialist

(19.5 hrs.) = **\$2,022/month x 9 months (October-June) = \$18,201**

Rationale for staff: Need specialist to outreach to students who have not completed FAFSA to determine eligibility for CCPG. Also need specialist to assist 2019-2020 Promise Program applicants in applying for financial aid (contingent upon 2019-2020 funding).

## Total Projected Costs

Year 1: 2018-2019 (spring only)	\$253,036
Outreach Specialist	\$18,201
<b>Total Costs</b>	<b>\$271,237</b>
<b>2018-19 State allocation</b>	<b>\$278,571</b>
<b>Carry forward for 2019-2020 Program</b>	<b>\$7,334</b>

## Implementation Timeline

- October- Identify eligible students and hire Financial Services Outreach Specialist
- November-Set up a sponsorship account for all students eligible for program.
- November/December-Make presentations to eligible students and collect signed agreements.
- January-re-identify eligible students (2.0 GPA, spring unit enrollment, SEP on file, FAFSA application, and other requirements) and set up purchase order with bookstore.
- February-post payments to accounts for all eligible students after census and report awards to financial aid office.
- March-identify additional students who meet eligibility to use up all remaining funds
- April-process enrollment fees reimbursements for eligible students
- May-Report additional awards to financial aid office



# NORCO COLLEGE

Institutional Strategic Planning Council (ISPC) Retreat  
November 30, 2018 • 9:00am – 2:00pm  
Eleanor Roosevelt High School

## AGENDA

9:00-9:15am Mingle/Coffee/Pastries

9:15-10:00am ISPC Business

10:00-10:20am Roosevelt HS Partnership

- Presentation/Q&A

10:20-11:20am Big Us Plan

- Primary Goal of Retreat: Review Big Us Plan Work to Date and Start Consolidating Ideas
- Big Us Plan Meetings
  - Assorted ISPC Meetings 2017-18
  - Assorted Management Meetings 2017-18
  - Assorted Executive Cabinet Meetings 2017-18
  - Leadership Retreat, September 28, 9am – 2pm, 56 attendees
  - Big Us Plan Retreat #2, November 2, 12:00-3:30pm, 13 attendees
  - Big Us Plan Retreat #3, November 6, 8-11:30am, 27 attendees
  - Big Us Plan Retreat #4, November 9, 8:30-11:30am, 7 attendees
  - Big Us Plan Retreat #5, November 9, 12:00-3:30pm, 22 attendees
  - Big Us Plan Retreat #6, December 6, 5:30-8:00pm, 8 RSVPs
- Consultant Introductions: Education Master Plan, Strategic Plan and Facilities Master Plan
- Big Us Plan Overview/Themes
  - ✓ Theme 1: Student Transformation
  - ✓ Theme 2: Regional Transformation
  - ✓ Theme 3: College Transformation

- Assign/Select to Break Out Sessions

Break Out	Topic	Facilitator
1. Other Plans	Integrate all the "Other Plans" (FMP, Technology Plan, Equity Plan, etc.). What are all the plans that exist? How do they map to the Big Us Plan?	Michael Collins

2. Vision for Success	How does the Big Us Plan map to the state chancellor's vision for success? Do the crosswalk at the objective level. Include narrative for crosswalk.	Kaneesha Tarrant
3. Norco "College"	What is our strategy for moving more successfully from "campus" to "college"? Build this around the 1-year, 5-year and 20-year framework.	Bryan Reece
4. Assignments	The Big Us Plan has 7 or 8 goals and 30-ish objectives. We need to assign each objective to a person in leadership. This may be a manager (e.g., VPAA), a committee co-chair (e.g., Equity Committee), a group leader (e.g., Department Chair), etc.	Peggy Campo

11:30-Noon Lunch

Noon-1:30pm Lunch Continued  
Break Out Sessions

1:30-2:00pm Read-Out