

**Norco College
Committee of the Whole
December 3, 2015**

MINUTES

Faculty

Bader, Melissa (co-chair) Lewis, Mark
Adams, Laura Makin, Deborah
Andacheh, Khalil Miter, Carol
Anderson, Kris Moore, John
Beck, Rex Muto, Jan
Bemiller, Quinton Park, Stephen
Boelman, Peter Parks, Jason
Brockenbrough, Celia Popiden, Sandra
Brotherton, Cathy Russell, Tim
Burnett, Sarah Shirinian, Margarita
Campo, Peggy Sloniger, Mitzi
Chacon, Zina Stevens, Walter
Cordier, Gerald Thomas, Jim
DeGuzman, Joseph Tran, Phu
Eckstein, Joe Tyler, Stanley
Gray, Alexis Wallstrom, Tim
Hines, Dean Wimer, Beverly
Hitchcock, Dominique Worsham, Patty
Kamerin, Kim Zwart, Gail
Kyriakos, Stephany

Staff

Leal, Ruth (co-chair)
Alvord, Judy
Bradshaw, Emile
Castro, Miguel
Cologgi, Sheri
Creswell, Debra
(recorder)
Darnell Wallace,
Jeanne
Delgado, Bernice
Etchison, Ashley
Garcia, Lilia
Hankins, Laurie
Hodawanus, Tricia
Kollar, Pam
Santa Cruz, Elena
Welch, Caitlin

Administrators

Aycock, Greg
Farrar, Carol
Fleming, Kevin
Green, Monica
Hartley, Mark
McCarson, Daniela
McGraw, Shirley
Nance, Damon
Oceguera, Gustavo
Parnell, Paul
Uesugi, Koji

Students

Barragan, Maria
Bishara, Robbie
Gilland, Richard
Hayes, Kevin

Guests

Melissa Bader opened the meeting at 12:55pm.

Approval of September 29, 2015 Meeting Minutes

Motion to approve: Kim Kamerin

Seconded: Cathy Brotherton

Corrections/Discussion: none

Vote: approved with 3 abstentions

Student Equity Plan Presentation (attachment)

Gustavo Ocegüera presented the Student Equity Plan for approval. It has been moved through the college's strategic planning process. It will be voted on by the Board of Trustees at their December 8 meeting.

Kim Kamerin motioned to approve the Student Equity Plan; Kevin Fleming seconded.

Discussion:

- A discussion ensued regarding separately identifying LGBTQ as their own group.
 - They are historically overlooked.
 - The college is committed to that group and is looking at ways to serve them within other groups.
 - The plan will be revised in three years. As we implement and develop activities, quantitative data will be gathered and considered in the revision.

Vote: approved with 1 abstention

Student Services Support Program Plan (attachment)

Koji Uesugi brought the Student Services Support Plan for ratification. The report has already been submitted to the State Chancellor's Office on September 30. It had the approval of the Academic Senate and ISPC. The report is available on the Student Services webpage.

Walter Stevens motioned to ratify the Student Services Support Plan; Kim Kamerin seconded.

Discussion:

- Koji provided a brief overview of Student Support Services.
- Counseling funds can be used for faculty mentors as long as the activities can be directly linked to serving students.

Vote: approved unanimously

Revisions to Strategic Planning Policy 2010-01 – 1st Reading (attachment)

Melissa Bader reviewed the changes to Strategic Plan Policy 2010-01. This is a continuing conversation resulting from one of the recommendations by ACCJC. Some of the changes are just 'clean up.' An addition is 'Cycle of Review' which addresses assessing evaluation procedures. The annual dialogue session has been removed as a decision-making process, but we will continue to have the session. ISPC has made the commitment to look at issues that come up in that conversation.

Sarah Burnett motioned to approve the updated policy; Peggy Campo seconded.

Discussion:

- The purpose of numbering the policy was to keep track of additional policies, but since no additional policies have been created, it was agreed that the number can be removed.

Vote: approved unanimously

Prioritized Resource Requests

Melissa Bader gave a brief overview of the process of prioritizing resource requests. The requests are ranked by the planning councils in order to prepare for funding. The lists are forwarded as a recommendation to the President who will provide a justification for any changes. The lists are available on the website, and any questions about the rankings should be directed to the planning councils.


Dashboard Indicators (attachment)

Greg Aycock provided an overview of the “Dashboard for Strategic Planning Goals and Objectives 2014-15.” The data should be used by committees to map activities to the strategic planning objectives. The Institutional Research webpage contains reports and data which can be useful in planning and prioritizing committee goals.

Good of the Order


- Dr. Parnell just received news that one of the victims of the shooting in San Bernardino yesterday was the wife of college police officer Arlen Verdehyou. The District is providing grief counselors and their availability is being coordinated through the Health Services office.
- We have received a letter from ACCJC stating that as a result of our follow up report and visit, Norco College has met the accreditation standards and is in good standing. It will be confirmed at the ACCJC January meeting.
- Dr. Parnell announced that he is a finalist for the position of Chancellor at State Center Community College District in Fresno.

Norco College
2015 Student Equity Plan Overview



December 3, 2015
Committee of the Whole

Norco College
STUDENT EQUITY DATA OVERVIEW



Method:

- 80% Rule identified many student groups who are experiencing disproportionate impact (DI). In general, females are outperforming their male counterparts across most of the success indicators.


Findings:

- In general, females are outperforming their male counterparts across most of the success indicators.
- Within the male student population, men of color are experiencing the highest disproportionate impact.
- Veterans and foster youth are not formally reflected as DI in the research due to small sample sizes.

Goal:

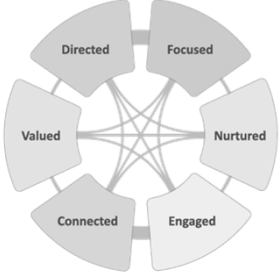
- Achieve or exceed 80% completion rates for all groups across all indicators, particularly for men of color, veterans, and foster youth.

Norco College
STUDENT EQUITY PLAN PHILOSOPHY




**Student Equity Minded
Campus Culture**

Engage in dialogue and practices that employ equity-minded pedagogy and inquiry. Rely on theoretical frameworks to ensure equity activities are based on research and are student-centered.



Completion by Design	Connection	Entry	Progress	Completion
Success Indicators	Access	ESL/Basic Skills Completion	Course Completion	Degree, Certificate, Transfer


Norco College
OVERVIEW OF STUDENT EQUITY ACTIVITIES



Access

- Targeted outreach activities to attract veterans, students with disabilities, and foster youth.
- Part-time Outreach Specialist and Student Ambassadors


Norco College
OVERVIEW OF EQUITY STRATEGIES



Course Completion

- Offer faculty professional development on diversity-based pedagogical and curricular development strategies that can be implemented in the classroom to meet the academic needs of specific student populations.
- Steer student cohorts to enroll in courses taught by equity-minded faculty leaders who will implement culturally relevant instruction and teaching methodologies. These courses will be supported with embedded tutoring and instructional supplies.

Norco College
OVERVIEW OF STUDENT EQUITY ACTIVITIES



ESL/Basic Skills Completion

- Increase men of color and foster youth participation in the Summer Advantage Program.
- Offer an extended summer orientation for Hispanic males, African American males, and foster youth.
- Support ESL courses with embedded tutoring, supplemental instruction, and instructional supplies.
- Pilot a holistic multiple measures assessment process to help students improve placement in English and math.

Norco College
OVERVIEW OF EQUITY STRATEGIES



Certificate and Degree Completion, Transfer

- Counseling faculty, instructional faculty, and instructional deans will develop highly structured, streamlined pathways for cohort students to complete certificates, degrees, or transfer requirements more quickly and efficiently.
- Take students to visit four-year colleges and universities.

Norco College
OVERVIEW OF EQUITY STRATEGIES



Activities Affecting Several Indicators

- Funding for on-site and off-site professional development.
- Peer-mentoring programs for Hispanic and African American males.
- Qualitative study of men of color.

Norco College

FUNDING & PERSONNEL



2015-2016 Budget: **\$688,955**

- Student Equity Program Coordinator
- 2 full-time Student Success Coaches
- Institutional Research Analyst (Equity/SSSP)
- Part-time Outreach Specialist
- Administrative Assistant III (Equity/Institutional Effectiveness)
- 4 Student Ambassadors (Veterans/foster youth)
- 2 PT, hourly Coordinators for Mentoring Programs

Norco College

STUDENT EQUITY PLAN APPROVAL TIMELINE



- ☞ November 9-Student Success Committee approval
- ☞ November 16- Academic Senate plan approval
- ☞ November 18- ISPC 2nd reading
- ☞ November 23- Presentation to Chancellor's Cabinet
- ☞ December 1- Presentation to Board of Trustees, Teaching and Learning Committee
- ☞ December 3-Presentation to COTW
- ☞ December 8- Board of Trustees approval
- ☞ December 18- Plan due date (CCCCO)

Norco College

ACKNOWLEDGEMENTS



- ☞ Student Success Committee
- ☞ Student Equity Plan faculty workgroup
- ☞ Academic Senate
- ☞ Institutional Strategic Planning Committee
- ☞ Associated Students of Norco College
- ☞ Foster Youth Success Committee
- ☞ Dean, Student Services & SSSP Coordinator
- ☞ Office of Institutional Effectiveness
- ☞ Counseling Department
- ☞ Transfer Center
- ☞ Office of CalWORKS & Special Funded Programs
- ☞ T3p & Puente Program Coordinators



QUESTIONS?

SSSP PLAN 2015-16 HIGHLIGHTS

COMMITTEE OF THE WHOLE

DECEMBER 3, 2015

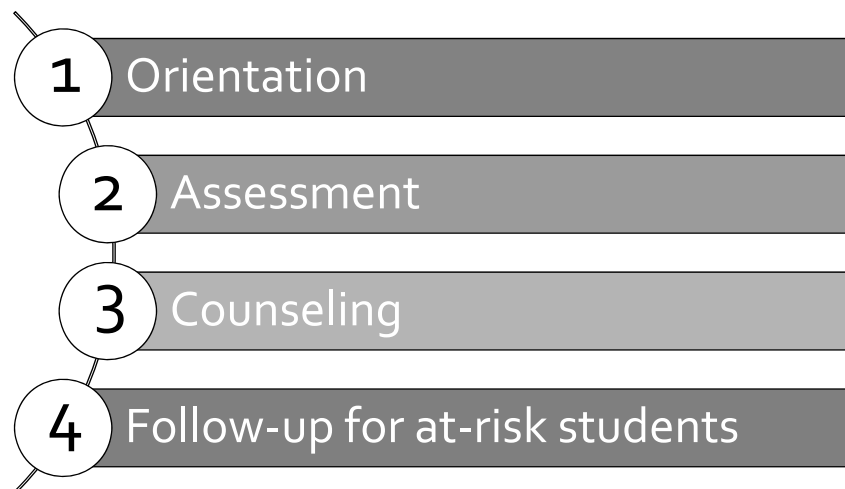
PURPOSE OF SSSP

- "Ensure all students promptly define their educational and career goals, complete their courses, persist to the next academic term, and achieve their educational objectives in a timely manner."

SSSP ALLOCATION INCREASE

- 2014-15
 - Statewide total: \$174 million
 - Norco College total: \$1.0 million
- 2015-16
 - Statewide total: \$267 million
 - Norco College total: \$1.7 million

SSSP FOCUSES ON FOUR CORE SERVICES



SSSP PLAN DRAFT AND APPROVAL TIMELINE

- 9/4/15: Initial Plan drafts due
- 9/7/15 week: Compile all elements of draft plans
- 9/14/15: Present draft plan contents to Student Success Committee
- 9/23/15: Send draft plan to Student Success Committee member for modification
- 9/28/15: Discuss draft plan with Student Success Committee
- 10/5/15: Plan draft presented to Academic Senate (modifications accepted)
- 10/7/15: Plan draft presented to Institutional Strategic Planning Committee (modifications accepted)
- 10/8/15: Plan draft sent to all of Norco College (modifications accepted)
- 10/12/15: Modify plan at Student Success Committee meeting
- 10/21/15: Plan final draft presented to Institutional Strategic Planning Committee
- 10/26/15: Plan presented to Student Success Committee
- 10/28/15: Plan sent out via Nor-All
- 10/30/15: Plan Submitted to Chancellor's Office

HIGHLIGHTS OF 2015-16 SSSP PLAN

- Increased collaboration with Student Equity Plan
- Multiple Measures Assessment Project (MMAP) Pilot College
- Revamped matriculation process for new students
- Improved orientation experience
 - New online orientation and in-person Welcome Day
- Increased counseling and advising support
- Summer Advantage first-year follow-up
- Technology implementation

FROM AOC TO OAC

- Currently, first-time students must complete:

Assessment-Orientation-Counseling

- Beginning December 18, Norco College applicants will complete:

Orientation-Assessment-Counseling

WHY SWITCH?

- Orientation before Assessment benefits students
- Resulted from discussions in the Student Success Committee
- Addresses Goal 1: Increase Student Achievement and Success
 - Increase guidance prior to assessment test by modifying the order of Orientation/ Assessment/ Counseling

NEW ONLINE ORIENTATION – BUILT FROM THE GROUND UP



NORCO COLLEGE

New Student Orientation

Welcome to Norco College Online Orientation!

Online orientation is designed to help you familiarize yourself with the tools you need to succeed and to help facilitate your transition and integration into the college learning environment. By participating in this orientation you will:

- Learn what it means to be a student at Norco College and to be a part of this unique and innovative community
- Be more familiar with the academic resources that are available to you to help you succeed
- Feel more comfortable with campus processes such as registration, math and English placement exams, and paying tuition
- Learn more about campus life outside of class
- Feel more confident about your transition to Norco College

Upon successful completion of the online orientation, you will be able to demonstrate an understanding of:

1. The requirements for a chosen educational pathway.
2. Norco College assessment requirements.
3. Proven academic planning strategies.
4. Norco College information, policies and procedures.

THANK YOU

~~NORCO COLLEGE STRATEGIC PLANNING COMMITTEE~~

~~Policy 2010-01~~

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

Policy 2010-01

Background

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

Policy Statement

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

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

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

Evaluation Procedures

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

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

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

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

6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the **BFPC, ISPC, and the** Committee of the Whole membership, ~~the committee of the whole,~~ informing them of budget allocation decisions which impact the college and district. ~~and providing~~ **The presentation of the report will provide** ample opportunity for institution-wide dialogue. **Dialogue will include the ways in which resource allocations may improve student learning.**

7. ~~Annual Open Dialogue Session~~ –This session, ~~to be conducted toward the end of each academic year in late May or early June,~~ will provide all Noreo College stakeholders with an opportunity for open dialogue concerning the extent to which college planning, program review, resource allocation and decision-making processes contribute to the achievement of course, program and institutional-level student learning outcomes. Content of the open dialogue session will be captured through minutes and a summary report will be written. ~~The open dialogue summary report will be presented in a Committee of the Whole meeting of the following fall term~~

8. **Report on Annual Evaluation Cycle** ~~Annual Evaluation Report~~ – This report, to be prepared by the Office of **Institutional Effectiveness** Student Success, will be **presented** ~~transmitted to the ISPC in the fall.~~ Noreo Strategic Planning Committee membership at the first meeting of each academic year, at which time the Committee membership will be invited to make suggestions for improving the process. Any recommended revisions to the procedures and processes, if approved by the College President, will be incorporated into the next year's cycle. ~~The ISPC will utilize the report to initiate dialogue which may include suggestions for improvements in planning, procedures, and processes.~~

DASHBOARD FOR STRATEGIC PLANNING GOALS AND OBJECTIVES 2014-2015

Green-at or above 5-year goal

Yellow-within 90% of 5-year goal

Red-less than 90% of 5-year goal

Goal 1 INCREASE STUDENT ACHIEVEMENT AND SUCCESS

Dashboard

Indicator

Trend

Obj 1	SSC/AS	Improve transfer preparedness (completes 60 transferable units with a 2.0 GPA or higher)		
Obj 2	SSC	Improve transfer rate by 10% over 5 years		
Obj 3	SSC/AS	Increase the percentage of basic skills students who complete the basic skills pipeline-English		
		Increase the percentage of basic skills students who complete the basic skills pipeline-Math		
		Increase the percentage of basic skills students who complete the basic skills pipeline-Reading		
		Increase the percentage of basic skills students who complete the basic skills pipeline-ESL		
Obj 4	SSC	Improve persistence rates by 5% over 5 years (Fall-Spring)		
		Improve persistence rates by 5% over 5 years (Fall-Fall)		
Obj 5	SSC	Increase completion rate of degrees and certificates over 6 years-Degree		
		Increase completion rate of degrees and certificates over 6 years-Certificate		
Obj 6	SSC	Increase success and retention rates-Success		
		Increase success and retention rates-Retention		
Obj 7	SSC	Increase percentage of students who complete 15 units, 30 units, 60 units-15 Units		
		Increase percentage of students who complete 15 units, 30 units, 60 units-30 Units		
		Increase percentage of students who complete 15 units, 30 units, 60 units-60 Units		
Obj 8	SSC/AS	Increase the percentage of students who begin addressing basic skills needs in their first year.		
Obj 9	DE/AS	Decrease the success gap of students in online courses as compared to face-to-face instruction.		
Obj 10	SSC	Increase course completion, certificate and degree completion, and transfer rates of underrepresented students.	See Report	Varies

Goal 2 IMPROVE THE QUALITY OF STUDENT LIFE

Dashboard

Indicator

Trend

Obj 1	SSC	Increase student engagement-Active/Collaborative Learning		
		Increase student engagement-Student Effort		
		Increase student engagement-Academic Challenge		
		Increase student engagement-Faculty/Student Interaction		
		Increase student engagement-Support for Learners		
Obj 2	ASNC	Increase frequency of student participation in co-curricular activities		
Obj 3	SSPC	Increase student satisfaction and importance ratings for student support services	See Report	Varies
Obj 4	ASNC/Legacy	Increase the percentage of students who consider the college environment to be inclusive	No Target Outcome	
Obj 5	Legacy	Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics	No Target Outcome	
Obj 6	SSC/ASNC	Increase current students' awareness about college resources dedicated to student success	Not Quantitative	

Goal 3 INCREASE STUDENT ACCESS

Dashboard

Indicator

Trend

Obj 1	SSC	Increase percentage of students who declare an educational goal.		
Obj 2	SSC	Increase percentage of new students who develop an educational plan.		
Obj 3	SSC	Increase percentage of continuing students who develop an educational plan.		

DASHBOARD FOR STRATEGIC PLANNING GOALS AND OBJECTIVES 2014-2015

Green-at or above 5-year goal
 Yellow-within 90% of 5-year goal
 Red-less than 90% of 5-year goal

Obj 4	SSC	Ensure the distribution of our student population is reflective of the communities we serve.	See Report	Varies
Obj 5	APC	Reduce scheduling conflicts that negatively impact student completion of degrees and programs.	No Target Outcome, No Activities	

Goal 4 CREATE EFFECTIVE COMMUNITY PARTNERSHIPS

			Dashboard Indicator	Trend
Obj 1	SSC	Increase the number of students who participate in summer bridge programs or boot camps.		
Obj 2	APC	Increase the number of industry partners who participate in industry advisory council activities.	No Target Outcome, No Activities	
Obj 3	ASNC	Increase the number of dollars available through scholarships for Norco College students.	No Target Outcome, No Activities	
Obj 4	ASNC/APC	Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.	No Target Outcome, No Activities	
Obj 5	NC-JFK WKGRP	Continue the success of Kennedy Partnership (percent of students 2.5 GPA+, number of students who are able to access courses;).		
Obj 6	Pres Cab	Increase community partnerships.	No Target Outcome, No Activities	
Obj 7	Pres Cab	Increase institutional awareness of community partnerships.	No Target Outcome, No Activities	
Obj 8	GC	Increase external funding sources which support college programs and initiatives.	No Target Outcome, No Activities	

Goal 5 STRENGTHEN STUDENT LEARNING

			Dashboard Indicator	Trend
Obj 1	PRC/SSPC	100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.		
Obj 2	NAC/SSPC	Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.		
Obj 3	NAC/SSPC	Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.		
Obj 4	NAC/DE	Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.	No Data Available	
Obj 5	PDC/TC	Increase the number of faculty development workshops focusing on pedagogy each academic year.	No Target Outcome	Baseline 2014-15

Goal 6 DEMONSTRATE EFFECTIVE PLANNING PROCESSES

			Dashboard Indicator	Trend
Obj 1	APC/ISPC	Increase the use of data to enhance effective enrollment management strategies.	Not Quantitative	
Obj 2	ISPC	Systematically assess the effectiveness of strategic planning committees and councils.		Completed
Obj 3	APC/BFPC/ISPC/SSPC	Ensure that resource allocation is tied to planning.		Completed
Obj 4	TC	Institutionalize the current Technology Plan.	Not Quantitative	
Obj 5	BFPC	Revise the Facilities Master Plan.		Completed

Goal 7 STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES

Obj 1	PDC/TC	Provide professional development activities for all employees.		Completed
Obj 2	Legacy	Increase the percentage of employees who consider the college environment to be inclusive.	No Target Outcome	Baseline 2013
Obj 3	Legacy	Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.	No Activities	Baseline 2013
Obj 4	Legacy/LAC	Increase participation in events and celebrations related to inclusiveness.		
Obj 5	Safety	Implement programs that support the safety, health, and wellness of our college community.	No Target Outcome, No Activities	