

**Agenda**  
**Institutional Strategic Planning Council**  
**October 16, 2019**  
**CSS-217 (1:00-3:00pm)**

**Approval of Minutes:**

Approval of Minutes for October 2, 2019

**Tri-Chair Report**

**I. Action Item:**

- A. [District Strategic Plan \(2<sup>nd</sup> reading\)](#)
- B. [Institutional Self-Evaluation Report \(ISER\) \(2<sup>nd</sup> reading\)](#)
- C. [Revised Educational Master Plan \(1<sup>st</sup> reading\)](#)

**II. Committee Reports**

- A. Written Reports Requested for 2019-2020

**III. Discussion Items:**

- A. Community College Survey of Student Engagement (CCSSE) 2019 Report (Greg Aycock)
- B. Committee of the Whole Guiding Principles – Fall 2016

**IV. Information Items:**

- A. Budget Update (Michael Collins)
- B. Fall 2019 ISPC Retreat Planning - Wednesday, October 30, 12:00 pm – 5:00 pm (Revised)
- B. Resource Request Procedure - workgroup update
- C. ISPC 2019-2020 Membership – status update

**V. Good of the order**

Next meeting November 6, 2019

**MISSION STATEMENT (Board Approved August 2012)**

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

**ISPC PURPOSE**

ISPC is the main coordinating body for all strategic planning at Norco College. The ISPC's purpose is to ensure that all phases of planning and resource allocation at the College emanate from program review, have improvement of student learning as the highest priority, and are driven by the College Mission and the Educational Master Plan.

**Institutional Strategic Planning Council**  
**October 2, 2019**  
**CSS-217 (1:00-3:00pm)**  
**Minutes**

Members Present: Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Quinton Bemiller, Celia Brockenbrough, Michael Collins, Leona Crawford, Monica Esparza, Monica Green (Administrative Co-Chair), Ruth Leal (Staff Co-Chair), Sam Lee, Mark Lewis, Arezoo Marashi, David Mills, Bryan Medina (ASNC Rep.), Chris Poole

Members Absent: Mark Lewis, Barbara Moore

Guests Present: None.

Call to Order: 1:07pm

**Approval of Minutes:**

Approval of Minutes for September 18, 2019

MSC (Anderson/Aycock)

Corrections: None

Approved. No abstentions

**Tri-Chair Report:**

**Mission, Vision, and Core Commitments**

The committee discussed a lack of clarity in the approval process. ISPC approved of the mission statement as part of the Educational Master Plan. The item was then called out in the Committee of the Whole meeting for a final vote along with the Educational Master Plan. The committee further discussed whether the mission needs a separate approval outside of the Educational Master Plan. October 16 will be the first read of the revised Educational Master Plan. ISPC Co-Chairs will further discuss the Mission statement re-approval as a stand-alone item for Board approval. The committee continued discussion on how this should be reflected in the ISER, Sam Lee pointed to this discussion as evidence.

**ISPC Norm Setting**

The committee discussed norm setting, the following suggestions were made:

- ISPC members are aligned to a shared purpose and values that guide discussion
- Raise hands to signal a desire to speak
- Maintain an environment of authenticity
- Mutual respect
- Welcome collaboration
- Freedom of expression
- Consideration for the opinion of others
- Right to dissent
- Incorporate humor
- Recognize the importance of non-verbal communication

- Discourage sidebar conversations
- Encourage participation and engagement
- Active listening
- Recognize sound issues in CSS217 (eg. voices raised in order to be heard)
- Time issues, there is a lot of work to do, stay within the time limit, are we scheduling ourselves enough time?
- Revisit mission, want to keep the Norco-ness of the committee
- Avoid the reputation that ISPC is where good ideas go to die
- Need to clearly define what our process is so people know where to go first for Strategic Planning
- ISPC meetings – planning body, determine how the process runs, this is a group of constituent bodies around campus, learning experience to figure out how to fill the gaps. Set the tone for the institution at this meeting

### ISPC Approval Process Procedure

Make clear on agenda 1st and 2nd read, Roberts Rules review for clear process, set college-wide standard.

### ISPC Agenda Request Deadline

Wednesday before each ISPC meeting

#### I. Action Item:

##### A. District Strategic Plan (1st reading)

Monica Green shared that at DSPC the latest draft of the District Strategic Plan was reviewed, we have seen this before as an information item. Monica Green scanned through the plan noting sections that have been updated and what has remained the same.

The question was raised about why the service area map was removed. Monica Green thought it was included in the environmental scan.

##### B. Institutional Self-Evaluation Report (ISER) (1st reading)

Sam Lee and Kris Anderson informed the committee the ISER is near completion, we are still working on some sections and updating evidence. The emphasis of the ISER is on telling our story, this is where we are and how we do things as a college. They reviewed the components of the ISER: history, key initiatives since our last evaluation, student data and demographics, continued compliance with eligibility requirements and with commission policies and federal regulations, alignment to Standards, and Quality Focus Essay.

The co-chairs gave a brief overview of the four Standards noting accomplishments and improvements-in-progress, such as syllabus shell system, assessment, revision of the Curriculum Handbook, Guided Pathways, professional development, greater focus on equity, and communication with our community. The ISER will be brought back to the committee for a formal vote at the next meeting.

The committee thanked the accreditation co-chairs for their hard work.

Comments:

- Standard II.A.6 – Summer Advantage – 1 week not 2

## II. Committee Reports

A. None

## III. Discussion Items:

### A. Revised Educational Master Plan DRAFT

This was sent to Nor-all last week asking for feedback by the end of the week. The timeline is provided in the summary of changes document.

Monica Green reviewed the summary of changes most of which were made to ensure that those student transformation objectives are measurable as we assess, and evaluate our progress. The strategic work in regional and college transformation should result in moving the needle in strategic objectives in student transformation. Meeting the regional service needs as a backdrop for our planning and guideline for growth also remain the same.

### B. Recommendation to establish a Rapid Resource Review Board (RRRB)

This item will be reviewed by the Grants Committee.

### C. Technology Survey & Refresh Plan Phases

Reviewed surveys available online. Reviewed refresh plan phases for office computers and computer labs available online.

## IV. Information Items:

### A. Fall 2019 ISPC Retreat Planning - Friday, November 8, 9:00 am – 3:00 pm (Revised)

The proposed date is a conflict for several council members. The group agreed to meet on October 30 12:00-5:00pm as an extended workday meeting for strategic planning development with a request for a true retreat in the future.

### B. Resource Request Procedure - workgroup update

Meeting on Friday at 1:30-4:30pm, classified staff added Leona Crawford to the workgroup.

### C. District Strategic Planning Council Report

Reviewed the District Strategic Plan at the meeting allowing colleges to collaborate and provide recommended modifications.

## V. Good of the order

- Request to take the proposed norms to the constituent group meetings for consistency throughout the college participatory governance.

Meeting adjourned: 3:06pm

Next meeting: October 16, 2019

Minutes submitted by Denise Terrazas

DRAFT

# Committee of the Whole

## Guiding Principles

Fall 2016

In an effort to increase institutional effectiveness, the Institutional Strategic Planning Council (ISPC) has established guiding principles to assist the institution in determining when and if an item should be taken to the Committee of the Whole (COTW). The ISPC recognizes that it is not possible to plan for every contingency; therefore, it will seek to follow the *spirit of the guiding principles*, as new situations arise.

- 1) Items which align with topics that require Board of Trustee (BOT) approval will be voting items.
- 2) Other items that have impact to the college at large will be agendized as information items.
- 3) Other items may be agendized as determined by a majority vote of the ISPC.
- 4) To encourage participation, confidential voting will be implemented whenever possible.
- 5) To increase understanding of institution-wide issues, brief summary descriptions that include the shared governance approval history of the item, and the name of a contact person associated with the item, will accompany agenda items whenever possible.

# ISPC

## 2019-20 Adopted Budget and BAM Update

### October 16, 2019

#### **TOPICS:**

- **Adopted Budget Update – Funds 11 & 12**
- **First Quarter Budget Performance Report**
- **Budget Allocation Model (BAM) Update**

**Presented by: Dr. Michael T. Collins, VP Business Services**

# 2019-20 District Adopted Budget

- Approved by the Board of Trustees on September 17, 2019
- Includes information on BAM revisions, budget assumptions, SCFF allocations, and all District financial information
- Link to the District Adopted Budget is on the NC Business Services webpage



# FY 18/19 and 19/20 Budget by Category

FUND 11		
BUDGETED EXPENSES	FY 18/19 Revised Budget	FY 19/20 Adopted Budget
Academic Salaries	18,901,155	20,554,681
Classified Salaries	5,368,328	5,908,885
Benefits	9,930,915	10,794,965
<b>Total Salaries &amp; Benefits</b>	<b>34,200,398.00</b>	<b>37,258,531.00</b>
Supplies & Materials	1,151,423	1,193,882
Services & Operating Exp	6,401,512	6,042,019
Capital Outlay	550,172	198,840
Total Outgo	-	28,408
Total Non-Salary	<b>8,103,107.00</b>	<b>7,463,149.00</b>
<b>Total Budgeted Expenses (includes holding accts)</b>	<b>42,303,505.00</b>	<b>44,721,680.00</b>

83.3% 19/20  
Budget - Salaries  
and Benefits

16.7% of 19/20  
Budget Non-  
Salary

# FY 18/19 and 19/20 Budget by Category

FUND 12		
BUDGETED EXPENSES	FY 18/19 Revised Budget	FY 19/20 Adopted Budget
Academic Salaries	2,552,325	2,779,229
Classified Salaries	5,942,128	5,486,822
Benefits	3,727,787	3,589,660
<b>Total Salaries &amp; Benefits</b>	<b>12,222,240.00</b>	<b>11,855,711.00</b>
Supplies & Materials	2,670,981	3,614,887
Services & Operating Exp	8,392,073	5,144,066
Capital Outlay	11,456,114	8,589,828
Total Outgo	1,196,279	429,014
Total Non-Salary	<b>23,715,447</b>	<b>17,777,795</b>
<b>Total Budgeted Expenses</b>	<b>35,937,687.00</b>	<b>29,633,506.00</b>

24.1% of Norco budgeted salaries and benefits are funded with restricted funds

40 % of 19/20 budget - Salaries and Benefits

60 % of 19/20 budget - Non-Salary expenses



# 1<sup>st</sup> Quarter Budget Performance Report Fund 11

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER					
Fund:	11	Resource:	1000	FY 2019/20					
		Prior Year 2018/19	Current Year 2019/20	Actuals				Balance	%
Object	Object Description	Actual	Revised Budget	JUL	AUG	SEP	YTD		Used
	Total Budget 1000-7999)	39,733,495.65	44,677,972.00	2,713,193.67	2,046,698.78	2,315,941.74	7,075,834.19	37,602,137.81	23.46%

- The District is primarily funded through apportionment, based on the number of Full-time Equivalent Students (FTES) we serve annually, even under the new Student Centered Funding Formula (SCFF) wherein enrollment comprises 70% of the apportionment calculation.
- The revised BAM is being developed using the concept of “FTES as Currency”.
- Each FTES generated has a value (currency) that can be assigned based on a “Standard” or “Exchange Rate” for each instructional program or discipline.
- The BAM will use the FTES “Exchange Rates” that are developed to allocate resources to the colleges.
- Revised BAM will be implemented in the 2020-21 fiscal year.
- 2019-20 fiscal year is a “hold harmless” year, expense budgets are not impacted.

# Procedural Steps in 2018-19

- To determine the “Exchange Rate” per FTES, the project team gathered multi-year historical **General Fund** “Discipline Cost per FTES” information for each college
- The “Discipline Cost per FTES” includes the following:
  - Direct Cost of Instruction (Faculty, Lab Technicians, Classified Positions, etc.)
- Non-Instructional Costs (Deans, Administrative Staff, etc.)
  - Allocated to disciplines based on the Direct Costs of Instruction FTES Ratio.
- Shared costs (administration/support – Business Services, Student Services and Other)
  - Allocated on the same basis as Non-Instructional costs

## Procedural Steps in 2018-19 (cont.)

- Disciplines were grouped into the following categories to derive consistency and comparability among the college:
  - **STEM**
  - **Liberal Arts**
  - **Career and Technical Education (CTE)**
  - **“Unique” (Defined as a discipline only offered at one college)**
- Instructional Discipline Cost per FTES by category, was accumulated for each of the following fiscal years, 2015-16, 2016-17, 2017-18 and 2018-19 (estimated), to calculate an average cost per FTES.
  - This was done to smooth out year-over-year cost fluctuations and;
  - To provide for comparison between the colleges for common disciplines.

## 2018-19 Adopted Budget Funding Rate Per FTES by College

- Riverside City College- **\$3,171 per FTES**
- Moreno Valley College- **\$3,119 per FTES**
- Norco College- **\$2,613 per FTES**

FTES Cost Comparison - Mean vs. Median				
Direct Instructional & Academic Affairs Costs Per Category (STEM, Liberal Arts, CTE, Unique)				
STEM	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC Cost Per FTES - STEM	\$ 2,592	\$ 2,671	\$ 3,008	\$ 3,407
MVC Cost Per FTES - STEM	\$ 2,780	\$ 2,920	\$ 3,273	\$ 3,840
RCC Cost Per FTES - STEM	\$ 2,902	\$ 2,916	\$ 3,184	\$ 3,489
<i>RCCD Median</i>	\$ 2,780	\$ 2,916	\$ 3,184	\$ 3,489
<i>RCCD Mean</i>	\$ 2,758	\$ 2,836	\$ 3,155	\$ 3,579
Liberal Arts	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC Cost Per FTES - Liberal Arts	\$ 2,692	\$ 2,827	\$ 3,146	\$ 3,395
MVC Cost Per FTES - Liberal Arts	\$ 2,878	\$ 3,172	\$ 3,298	\$ 3,931
RCC Cost Per FTES - Liberal Arts	\$ 3,199	\$ 3,146	\$ 3,412	\$ 3,521
<i>RCCD Median</i>	\$ 2,878	\$ 3,146	\$ 3,298	\$ 3,521
<i>RCCD Mean</i>	\$ 2,923	\$ 3,048	\$ 3,285	\$ 3,616
CTE	FY 15/16	FY 16/17	FY 17/18	FY 18/19
NC - Cost Per FTES - CTE	\$ 3,402	\$ 3,398	\$ 3,636	\$ 3,779
MVC - Cost Per FTES - CTE	\$ 3,627	\$ 3,319	\$ 3,623	\$ 5,195
RCC - Cost Per FTES - CTE	\$ 2,920	\$ 3,001	\$ 3,080	\$ 3,115
<i>RCCD Median</i>	\$ 3,402	\$ 3,319	\$ 3,623	\$ 3,779
<i>RCCD Mean</i>	\$ 3,316	\$ 3,239	\$ 3,446	\$ 4,030



# Budget Allocation Budget (BAM)

<b>Revised BAM</b>	
<b>FINAL BUDGET - FY 2019/20</b>	
<b>Using District-Wide Avg. based on FY 18/19 MEDIAN</b>	
<b>19/20 Revenue Allocation</b>	
<b>Direct Instructional, Academic Affairs, Student Services, Business Services and Other Costs</b>	
<b>Norco College</b>	
Total FTES	7,367
Direct Instructional & Academic Affairs Costs	28,749,112
Student Services, Business Services, and Other	11,084,844
Total Norco College	\$ 39,833,956
<b>Moreno Valley College</b>	
Total FTES	7,336
Direct Instructional & Academic Affairs Costs	31,154,281
Student Services, Business Services, and Other	11,038,546
Total Moreno Valley College	\$ 42,192,827
<b>Riverside City College</b>	
Total FTES	17,667
Direct Instructional & Academic Affairs Costs	71,467,474
Student Services, Business Services, and Other	26,583,960
Total Riverside City College	\$ 98,051,434

<b>FY 2019/20 - Expense Budget (Exclude College Specific SPP)</b>		
<b>Norco</b>	<b>Moreno Valley</b>	<b>Riverside City</b>
<b>39,479,905</b>	<b>41,905,658</b>	<b>99,910,472</b>

# Budget Allocation Budget (BAM)

FY 2019/20 - Expense Budget (Exclude College Specific SPP)		
Norco	Moreno Valley	Riverside City
39,479,905	41,905,658	99,910,472

Revised BAM	
FINAL BUDGET - FY 2019/20	
Using FY 18-19 Actual Cost	
19/20 Revenue Allocation	
Direct Instructional, Academic Affairs, Student Services, Business Services and Other Costs	
<b>Norco College</b>	
Total FTES	7,367
Direct Instructional & Academic Affairs Costs	28,040,467
Student Services, Business Services, and Other	10,780,494
Total Norco College	\$ 38,820,961
<b>Moreno Valley College</b>	
Total FTES	7,336
Direct Instructional & Academic Affairs Costs	34,427,786
Student Services, Business Services, and Other	10,735,467
Total Moreno Valley College	\$ 45,163,253
<b>Riverside City College</b>	
Total FTES	17,667
Direct Instructional & Academic Affairs Costs	70,239,942
Student Services, Business Services, and Other	25,854,061
Total Riverside City College	\$ 96,094,003

# “TO DO” Tasks in 2019-20

1. **Analyze and justify “Unique” disciplines**
  - Benchmark similar programs
  - Ensure programs linked to the goals of the board of trustees/State
  - Consider how much unique programs can grow, analyze funding implications
2. **Develop a treatment for “District Operations” costs**
  - Base District Office funding on “Service Level Agreements”
  - Use established functional maps as starting poin.
  - Use program review for budget augmentations
3. **Establish the “Exchange Rate” (mean or median) for discipline categories**
  - DBAC is considering the Median cost, which will control for significant variations in costs over the 3-year analysis period
4. **Model revenue flow through the revised BAM- determine true funding impacts to the college**
  - Phase in the funding elements of the State’s new Student Centered Funding Formula
5. **Analyze/implement budget development improvements that allow for planning**
  - Determine FTES by discipline in November, this will allow for proper planning for 2021
  - Utilize prior year discipline cost per FTES-(FY 18/19) and develop an escalation factor to account 19/20 and 20/21 increases in costs and State budget assumptions (January)
6. **Analyze strategic programs/considerations that impact the cost of an FTES**
7. **Further consider the “Comprehensive College” allocation**
8. **Prepare for implementation of the revised BAM in 2020-21 budget year**