

# **Institutional Strategic Planning Council**

**April 4, 2018**

**ST 107 (1:00-3:00pm)**

## **Minutes**

Members Present: Kris Anderson (Faculty Accreditation co-chair), Melissa Bader (Faculty Chair), Aycock, Greg, Celia Brockenbrough, Peggy Campo, Chris Castillo (Student Rep), Leona Crawford, Mark DeAsis, Monica Esparza, Monica Green, Daniel Landin, Ruth Leal (Staff Chair), Sam Lee, Mark Lewis, Barbara Moore, Chris Poole, Bryan Reece (Admin. Chair), Mitzi Sloniger, Jim Thomas

Guests Present: Ashley Etchison, Gustavo Ocegueda

Meeting commenced: 1:03pm

### **Approval of Minutes:**

Approval of Minutes for March 21, 2018

MSC (Chris/Kris) Approved with corrections.

Two abstentions.

### **I. Action Item:**

A. None.

### **II. Committee Reports**

A. Grants Committee (handout)

- Ashley: Provided a list of the grants that have been awarded
- Reorganizing the grants committee and they would like more faculty participation. There are two faculty positions available.

A. Mission, Vision & Core Commitments

(ISPC Co-Chairs)

- New working group: Greg Aycock, Kris Anderson, Peggy Campo, Maria (student representative), Dr. Green
- Working on the first draft of the mission statement.
- Everyone is welcome to be part of this working group.
- Send the names for people that would like to participate to Melissa Bader.

B. The Why Activity

(Melissa Bader)

- Why are some organizations more innovative, more influential and more profitable than others?-Handout
- An activity was done using the handout with all members. They needed to answer the following questions: Committee discussed.
  - Make a list of why Norco college is good for students
    - Quality education
    - Quality faculty
    - Local, accessible, economical
    - Quality of instruction and smaller institution changes their perception of themselves
    - For opportunity and connection
    - Access to students
  - Make a list of why Norco college is good for employees
    - Stability, emotional, financial, spiritual
    - When you work to help others enriches your life
    - To serve students
    - Value everyone in any position at the college
    - Have a sense of family and community
    - We are all here for the same reason and believe in the mission of the college
    - We work together despite differences
  - Make a list of why Norco College is good for the city of Norco and surroundings areas
    - A college has to have an effect on lowering poverty on the area
    - Bring prestige to the area
  - Make a list of why Norco College is good for you
    - No responses
    - Most members return the worksheet activity to Melissa Bader

### C. Guided Pathways

- Action Plan was submitted and certified by the Academic Senate President and President of the college.
- It's a full state participation and one of the requirements for the five year funding.
- Accessibility for this plan: It was suggested for the Completion Initiative Plan be posted at the completion initiative web page and strategic planning section at the Norco College web site.
- The goal is for everyone to have easy access.
- Historically has been attached to the ISPC minutes (it needs to be link in ISPC, completion initiative, and strategic planning)
- It would be a good idea to post the plan in different areas on the web site.

#### D. Institutional Reorg and Advancement

- Dr. Reece presented the org charts (handout) to committee members.
- Hire an Admin Assistant III for Dean Marshall Fulbright.
- Hire a fourth IDS.
- Focusing on access, success and equity.
- In the org chart for Strategic Development the level of the position is in discussion if it should be a Vice President.
- The proposal is to have Dr. Fleming serve in this position as interim Dean. They will advertise the position and go through a national search when the position becomes permanent.
- Calendar items: All recommendations before May 16<sup>th</sup>.
  - Academic Senate April 16<sup>th</sup> will have the first reading to forward to the departments.
  - Academic Senate May 7<sup>th</sup> will make the recommendation.
  - ASSPC April 25<sup>th</sup> will make a recommendation.
  - Classified Senate May 7<sup>th</sup>
  - APC May 11<sup>th</sup> will make a recommendation.
  - May 16<sup>th</sup> ISPC will make the recommendation to the Committee of the Whole.
- The following suggestions were made for the org charts:
  - Cashier functions will be moved directly to Business Services. However, the transcripts portion is being discussed.
  - To remove outreach specialist under Dr. Flemings area and leave them actually who they are reporting too.
  - Committees and counsels should be removed from the reorg charts.
  - Eliminating all names and leaving only the functions.
  - Strategic development org charts cross out the second box in the second column.
- Natalie brought forward to emphasize hiring a disability center director instead of a new vice president position
- The Strategic Development Vice President will be a grant funded position
- Dr. Reece explained the competitive advantages that we have compared to other colleges. Mark Lewis ask about the process for funding new positions. How will this affect the program review process for funding positions?

#### E. DSPC & Enrollment Management Update

- FTES numbers have not changed based on last years.
- AB 705 will be affecting the number of FTES.
- Early registration starting in October to be able to register for winter and spring. Currently fixing glitches of the program.
- DSPC: environmental scan can be distributed to everyone, it discusses personnel and geographic information.
- The district is looking at obtaining a futures foundation grant to work with other colleges in our region to help them with their completion initiative plan.

- Dr. Lee mentioned the at the all deans meeting they will be discussing ways to increase Norco college FTE's targets

#### F. Strategic Plan Timeline & Update

- There will be five reports that will be used for the strategic planning discussion: Campus climate survey, RCCD scan, District dashboard indicators, SWOT analysis for the entire district but data will be broken down per college, analysis of student demand.
- Dr. Aycock mentioned that Norco College will be using the same as the state metrics system. He also mentioned the phases of the student journey that will be taken into consideration: connection, entry, progress, completion, ongoing education, and employment.

Meeting adjourned: 3:04 p.m.

Next meeting: April 18, 2018

Minutes submitted by Ana Molina

**Norco College**  
 Bryan Reece, President  
 Denise Terrazas, Executive Administrative Assistant



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**VACANCY NOTE:** There are many vacancies identified in these charts. We need to collectively decide which need to be filled immediately (because of the reorg) and which need to be folded into our regular prioritization process as we move forward. This conversation are all contingent on available funding and sources of funding.

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*Ana Molina, Admin Assistant IV*  
*Nicole Brown, Instructional Programs Support Coordinator*  
 Including: Catalog, Curriculum, Schedule, Accreditation (ALO)

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*Damon Nance, Dean*  
*Sabrina Sepulveda, Admin Assistant III*  
 Including: Distance Education, Online Educational Resources, Professional Development Center

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*Marshall Fulbright, Dean of Instruction*  
*Vacant, Admin Assistant III*  
 Including: Program Review Committee, Professional Development Committee  
*Counselors: Maria Jurado, Lisa Martin*

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*Tanya Wilson, Admin Assistant IV*  
Including: Completion Initiative & Guided Pathways



The Student Services DRAFT org chart is very close to being completed. I didn't want to release the current iteration until Dr. Green returned from vacation and had a chance to meet with her staff.

Dr. Green returned on 4/4. She will be meeting with her team soon. A draft should be distributed campus-wide during the week of 4/9.

Thanks,

Dr. Reece

A  
C  
C  
C

Vacant, Enrollment Services Assistant,  
Assessment

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# Institutional Reorganization

## Deliberation Calendar

### Why are we doing this?

Nearly every student comes to Norco College with one of three goals in mind—complete a certificate, AA degree, or achieve transfer readiness. Dr. Aycock recently completed a study of our students and found that given four years to complete these goals, approximately 15% of our students are successful while approximately 85% do not complete their goals. If you parse the students demographically, the completion rates are even more stark for historically underserved students. We need to flip these numbers. We should have something more like 85% finding success with 15% struggling.

This problem is not exclusive to Norco College; it is reflected throughout the community college system. But it is a problem all of us find unacceptable. We want to change this completion rate DRAMATICALLY. To do this, we need to make bold changes, in a collaborative manner, with a sense of urgency. Fine tuning our current approach will not have the results we hope to see. With numbers like this, we cannot shoot for small or incremental changes. More specifically, we need to aim for reform in two critical areas.

First, we need to structure academic affairs and student services around guided pathways. We need to reorganize the way academic affairs is structured (e.g., schools) and we need to make significant changes to the way student services are delivered. These changes need to be made in accordance with a guided pathways framework. There is significant data and real examples substantiating this model and its impact on student success.

Second, we need to create an advancement office/capacity to generate the additional resources the college needs. We do not have enough people or space to offer the quantity and quality of services/programs we all desire. To address this we need to coordinate marketing, outreach, grant writing, strategic initiatives, media relations, fundraising, and more under a coordinated umbrella often referred to as the Office of Advancement at other colleges and universities.

With these fundamental changes, we believe we can dramatically improve the number of students who find success at Norco College.

### How will we deliberate on this?

The institutional reorganization is very important to the success of our students and the development of the College. To “get it right”, we are working through a series of conversations. Please participate in any of these conversations that fit into your schedule.

| Date             | Meeting           | Notes  |
|------------------|-------------------|--|
| December 8, 2017 | ISPC Fall Retreat | President presented idea of organizing Academic Affairs and Students Services around schools. Group discussed. General consensus to proceed with reorganization. |

| Date   | Meeting                                       | Notes  |
|--|---|--|
| January 10, 2018                             | Management Meeting                            | President presented need to organize around guided pathways. Group discussed.  |
| January 26, 2018                             | Staff Development Day                         | President presented need to reorganize academic affairs around guided pathways and need to establish advancement capacity/office. Group discussed.   |
| February 9, 2018                             | Spring FLEX                                   | President presented need to reorganize academic affairs around guided pathways and need to establish advancement capacity/office. Group discussed.   |
| March 2 9:00-10:00am IT-218                  | Academic Reorg Workgroup                      | VPAA presented first proposal to workgroup. Group discussed. Provided recommended changes.   |
| March 6, 2018                                | VP Meeting                                    | President and VPs met to review all recommended changes to date. Changes to plans were considered/incorporated.  |
| March 12 10:00-11:00am ST-107                | Advancement Workgroup                         | VPBS discussed advancement and adjusted plan.  |
| March 13, 2018                               | Business & Facilities Planning Council (BFPC) | 3 VPs met with BFPC to discuss the plans around academic affairs, student services and advancement. Group offered recommended improvements.  |
| March 14, 2018                               | Management Meeting                            | President and 3 VPs presented reorganization. Managers discussed and offered improvements.   |
| March 14, 2018                               | VP Meeting                                    | President and VPs met to review all recommended changes to date. Changes to plans we considered/incorporated.  |
| Friday, March 16, 2018 9:00am-12:00pm IT-210 | Academic Planning Council (APC)               | 3 VPs met with APC to discuss the plans around academic affairs, student services and advancement. Group offered recommended improvements.   |
| Friday, March 16 1:00-2:00pm CSS-219         | Institutional Reorganization Workgroup        | VPSS and VPAA met with workgroup to discuss the plans around academic affairs, student services and advancement. More emphasis was given to academic affairs and student services. Group offered recommended improvements. |
| Monday, March 19 10-11:00am ST-107           | Advancement Workgroup                         | VPBS met to discuss the advancement plan. Group offered suggested improvements.  |
| Monday, March 19, 2018 1:30-3:30pm ST-107    | Academic Senate                               | VPBS and VPAA attended Senate and presented institutional reorganization ideas/plan. Senators contributed suggestions for improvements.  |

| Date   | Meeting  | Notes  |
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| Tuesday, March 20, 2018 1:30-3:00pm CSS-219        | Student Services Planning Council (SSPC)   | 3 VPs attended meetings. Discussed institutional reorganization ideas. Council members contributed suggestions for improvement.  |
| Wednesday, March 21, 2018 1:00-3:00pm ST-107       | Institutional Strategic Planning Council (ISPC)  | President, VPBS and VPSS attended meetings. Discussed most recent institutional reorganization plans (Norco College Institutional Reorganization Draft 3-21-2018). Council members contributed suggested improvements.                           |
| Wednesday, March 21, 2018 3:00-5:00pm Pres Office  | VP Meeting   | President and VPs met to review all recommended changes to date. Changes to plans were considered/incorporated.  |
| Thursday, March 22, 2018                           | Campus-wide release of comprehensive institutional reorg plan (Draft 1). Sending out via Nor-All | Revised plans from previous conversations were distributed via email to the college community.   |
| Monday, March 26 10:00-11:00am OC-102              | Advancement Workgroup  | VPBS met to discuss the advancement plan. Group offered suggested improvements.  |
| Wednesday, March 28 3:00-5:00pm President's Office | VP Meeting   | VPSS was not in attendance due to a planned vacation. Plans were converted to org charts, updated with changes recommended by the conversations to date, then distributed college-wide with the exception of Student Services pending VP return. |
| Thursday, March 29 12:50-1:50PM THTR-101           | College Hour: Institutional Reorganization Conversation  | About 20 attended. President, VPBS and VPAA presented plans to date. Suggested changes were received from audience members.  |
| Monday, April 2 3:00-4:00pm OC-102                 | Advancement Workgroup  | VPBS met to discuss the advancement plan. Group offered suggested improvements.  |
| Monday, April 2 11:30-1:00pm CSS 219               | Classified Senate  | Over 20 individuals met to discuss the process for collecting input from classified on the institutional reorganization plan. President participated in the conversation. Discussed suggested improvements to the plan.                          |
| Tuesday, April 3 12:50-1:50PM THTR-101             | College Hour: Institutional Reorganization Conversation  | About 8 attended. President presented plans to date. Suggested changes were received from audience members. VPAA added to conversation.  |

| Date   | Meeting   | Notes   |
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| Wednesday, April 4 1:00-3:00pm ST-107  | Institutional Strategic Planning Council (ISPC)                                   | President, VPAA and VPSS attended meetings. Discussed most recent institutional reorganization plans. Council members contributed suggested improvements.   |
| Wednesday, April 4 3:00-5:00pm Pres Office                                   | VP Meeting  | President, VPSS and VPAA met for a brief meeting (ended early to attend Jesse's going away party). Discussed recent conversations related to organizational chart revisions. Discussed timeline for student services chart. |
| Thursday, April 5 12:50-1:50pm CSS-217                                       | Committee of the Whole (COTW)   |   |
| Friday, April 6 8:00-9:00am CSS-219  | Institutional Reorganization Workgroup  |   |
| Friday, April 6 9:00am – 12:00pm ST-107                                      | Academic Planning Council (APC)   |   |
| Wednesday, April 11 1:30-3:30pm ST-107                                       | Management Meeting  |   |
| Monday, April 16 10:00-11:00am ST-107  | Advancement Workgroup   |   |
| Monday, April 16 1:30-3:30pm ST-107  | Academic Senate   |   |
| Monday, April 16 11:30-1:00pm CSS 219  | Classified Senate   |   |
| Tuesday, April 17 11:15am-12:45pm ST-107<br><i>*rescheduled from April 3</i> | Business & Facilities Planning Council (BFPC) <b>*Make recommendation to ISPC</b> |   |
| Wednesday, April 18 1:00-3:00pm ST-107                                       | Institutional Strategic Planning Council (ISPC)                                   |   |
| Tuesday, April 24 2:00-4:00pm CSS-217  | Associated Students Norco College   |   |
| Wednesday, April 25 1:30-3:00pm ST-107                                       | Student Services Planning Council (SSPC) <b>*Make recommendation to ISPC</b>      |   |
| Wednesday, May 2 1:00-3:00pm ST-107  | Institutional Strategic Planning Council (ISPC)                                   |   |
| Monday, May 7 11:30-1:00pm CSS 219   | Classified Senate <b>*Make recommendation to ISPC</b>                             |   |
| Monday, May 7 1:30-3:30pm ST-107   | Academic Senate   |   |
| Tuesday, May 8 2:00-4:00pm CSS217  | Associated Students Norco College   |   |
| Wednesday, May 9 1:30-3:30pm ST-107  | Management Meeting  |   |

| Date                                   | Meeting  | Notes |
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| Friday, May 11 9:00am – 12:00pm ST-107 | Academic Planning Council (APC)<br>*Make recommendation to ISPC                        |       |
| Wednesday, May 16, 1:00-3:00pm ST-107  | Institutional Strategic Planning Council (ISPC) *Make recommendation to COTW/Dr. Reece |       |
| Thursday, May 17 12:50-1:50pm CSS-217  | Committee of the Whole (COTW)<br>*Make final recommendation to Dr. Reece               |       |