Institutional Strategic Planning Council
November 6, 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, Virgil Lee, Mark Lewis, Arezoo Marashi, David Mills, Barbara Moore, Bryan Medina (ASNC Rep.), Chris Poole

Members Absent: None

Guests Present: Kevin Fleming, Marshall Fulbright, Maureen Sinclair, Caitlin Welch

Call to Order: 1:08pm

Approval of Minutes:
Approval of Minutes for October 16, 2019
MSC (Anderson/Bemiller)
Corrections: I.B. ISER – should read "There has been discussion on including the developed crosswalk for how the college plans align with the District plans."
Approved
2 abstentions

Approval of Minutes for October 30, 2019 (workday)
MSC (Bemiller/Aycock)
Corrections: None
Approved
1 abstention

I. Action Item

[Revised Educational Master Plan](#)
MSC (Aycock/Anderson)
Approved with the following edits: remove participatory, amend the approval process chart to include revision process, and update the executive summary.

Discussion:
Classified staff requested that the word participatory be removed. The council members discussed the shift in terminology from shared to participatory governance and why certain groups at the college do not like this term. The point was raised on whether we should choose one or the other to describe governance for accreditation purposes.

A concern was brought forward on the section of the approval process recorded in the EMP. This should be continued on to reflect the revision, vetting, and approval of the revised plan. There was also a request to include the summary of changes in the addendum and update the executive summary. The committee further discussed clarifying and communicating the role of the Board of Trustees to the college community.

A copy of the changes was requested.
Approved. 2 abstentions 1 nay

II. Committee Reports

   A. Diversity, Equity, and Inclusion

   B. Safety Committee

III. Discussion Items

   A. Great Colleges to Work For Report (Caitlin Welch)
Caitlin shared a summary presentation on the Great Colleges to Work For survey administered spring 2019. The presentation focused on the major positive and negative changes between the results of the 2018 and 2019 surveys. Members who have specific questions may contact the office of Institutional Research, the report will also be available on the IR website.

   B. Resource Request Procedure - workgroup update (Sam Lee)
Sam reviewed part of the proposed procedure covering the definitions section. This item will be added to the next agenda due to time constraints and technology challenges.

IV. <u>Information Items:</u>

   A. Budget Update (Michael Collins)
Mike provided an update on the 2019-20 Adopted Budget and the Budget Allocation Model which included the 1st Quarter budget performance report for fund 11 (general fund); a review of the 2020-21 BAM concepts and procedural steps for 2018-19; and FTES costs comparison Mean vs. Median. Council members discussed the exchange rate which will continue to be reviewed and refined. Discussion continued on the cost per FTES and how the grant funding sources will affect the budget model in the future. Mike concluded the presentation by sharing the "to do" tasks for 2019-20.

   B. ISPC 2019-2020 Membership – status update
The Academic Senate is still working on the membership and plans to implement it in the spring.

V. <u>Good of the order</u>

- Engagement Center Open House – Nov 6 & 7 10:00am – 4:00pm

Meeting adjourned: 3:05pm

Next meeting: November 20, 2019

Minutes submitted by Denise Terrazas

<p style="text-align:center;">**DIVERSITY, EQUITY, & INCLUSION COMMITTEE**
FALL 2019 REPORT</p>

COMMITTEE STATEMENT OF PURPOSE:

The Diversity, Equity & Inclusion Committee is focused on advocating for people from all cultures, backgrounds, and experiences for the enrichment of our Norco College community.

STRATEGIC GOALS AND OBJECTIVES THAT APPPLY TO THIS COMMITTEE:

GOAL 2: IMPROVE THE QUALITY OF STUDENT LIFE
> **Objective 4: Increase the percentage of students who consider the college environment to be inclusive.**

- The DEI Committee contributes to achieving this objective by identifying ways in which it can support students to get the most of their education. We value students as individuals by creating an inclusive environment at Norco College. The committee expanded its membership by adding more faculty and student positions to the committee. This year's planned events are ways in which we will promote inclusion of all students through the use of educational events and celebrations:
  > October 3rd- Know Your Rights: Campaign to Inform Students about their rights
  > November 7th – Human Rights- Individual Rights in the Era of Police Brutality
  > November 13th- Human Rights- Worker/Tenant Rights
  > February 2020- Black History Month-TBD (collaborating with Umoja)
  > March-Cesar Chavez Day-TBD (collaborating with Puente)
  > March 2020- Celebrating Women in STEM (Co-sponsor with Engineering Pathways)
  > May 2020- LGBTQ Event -TBD

> **Objective 5: Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics.**

- DEI is working on this objective by promoting inclusiveness, scheduling diversity-related activities/discussions, and advocating for those who feel they are experiencing unfair treatment. The fall "Know Your Rights" campaign is designed to inform students about their educational and academic rights based on existing policies. The campaign was launched in October and will continue throughout the academic year.

GOAL 7: STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES
> **Objective 2: Increase the percentage of employees who consider the college environment to be inclusive.**
> **Objective 3: Decrease the percentage of employees who experience unfair treatment based on diversity –related characteristics.**
> **Objective 4: Increase participation in events and celebrations related to inclusiveness.**

- Great Colleges to Work for Survey- Committee chairs reviewed the survey comments but we did not find specific comments concerning lack of inclusivity, unfair treatment based on diversity, or inability to participate in cultural events and celebrations.

- To ensure that employees are given more opportunities to attend activities, DEI will continue to schedule events not just during college hour but also and after 5 pm. We will also strive to advertise events in a timely manner to increase attendance. When appropriate, faculty will be

encouraged to send their students to educational events and we will work with PDC to offer faculty FLEX credit.

ACTION PLANS:

In order to accomplish the objectives set forth, the DEI committee has completed and/or is planning the following activities:

1. Coordinate ethnic/culture specific events/discussions (1 or 2 major events per term).
2. Create social media pages to help promote diversity on campus.
3. Collaborate with ASNC and other departments/committees to co-sponsor events.
4. Collaborate with Read to Succeed Program to focus readings on diversity and inclusivity topics.
5. Collaborate with the District's Diversity Council to co-sponsor events with sister colleges.

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

- The work done by the committee is directly related to the mission, which states that, "Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration." DEI develops numerous events that promote inclusiveness and diversity.

CHALLENGES:

- To increase and improve the quality of events and activities, the committee needs more funding. DEI currently has a budget of $5,000 from Student Equity. The committee is in the process of developing an annual comprehensive plan for events and activities and a budget to support it. The plan will be presented to administration in the spring for consideration.

ASSISTANCE NEEDED FROM ISPC:

- Continuous support from ISPC to promote future events.

- **2019-2020 COMMITTEE MEMBERS:**
- Bernice Delgado (Tri-Chair), Student Equity Grants Admin Specialist
- Brady Kerr (Tri-Chair), Assistant Professor, Music Industry Studies
- Dr. Gustavo Oceguera (Tri-Chair), Dean of Grants and Student Equity Initiatives
- Eric Betancourt, Veterans Services Specialist
- Dr. Greg Ferrer, Director, Disability Resource Center
- Abraham Malgarejo, Associate Students of Norco College Representative
- Ana Hernandez, Associate Students of Norco College Representative
- Darrell Wilkins, Student Representative, Umoja
- Eli McClinton, Student Representative, Umoja
- Patricia Gill, STEM Services Developer, Title III STEM Grant
- Anita Bailey, Student Success Coach, Student Equity
- Azadeh Iglesias, Student Success Coach, Title III STEM Grant
- Dr. Lisa Nelson, Associate Professor, English
- Araceli Covarrubias, Assistant Professor, Spanish
- Desiree Rivera, UB Outreach Specialist
- Dr. Jan Muto, Professor, Speech and Communication
- Ammanda Moore, Assistant Professor, English
- Anthony Becerra, Student Financial Services Analyst
- Dominique Hitchcock, Professor of Spanish & French
- Toren Wallace, Associate Faculty, Communications
- Parissa Clark, Assistant Professor, Political Science

DIVERSITY
EQUITY & INCLUSION

Respectfully submitted to ISPC: October 24, 2019

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SAFETY COMMITTEE REPORT
Fall 2019

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COMMITTEE STATEMENT OF PURPOSE

The purpose of the Safety Committee is to develop and maintain a healthy and safe learning environment for students, faculty, staff, and visitors. As a problem-solving group, the committee will help identify and address security and health and safety concerns and make recommendations to the appropriate office or committee in order to maintain safe conditions.

STRATEGIC GOAL AND OBJECTIVE THAT APPLIES TO THIS COMMITTEE:

GOAL 7: STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES
Objective 5: Implement programs that support the safety, health, and wellness of our community. (Safety Committee)
- Objective five is the responsibility of the Safety Committee. The Safety Committee supports this objective by implementing programs designed to educate our students, faculty and staff about health and safety issues on and around Norco College

STRATEGIC GOALS AND OBJECTIVES 2019-20:

1. **Increase communication to the students, faculty and staff about safety on and around the college**.
   - Campus-wide emails and alerts via Rave and other methods.
   - Provide and mount posters, signs, brochures, and flyers.
   - We are planning three emergency evacuation drills in the 19/20 year. Two during the Spring semester (day and night) and one during the Fall semester.

2. **Host and promote training and events that will be available to students, faculty, staff and the local community.**
   - First Aid/CPR and AED classes
   - Stop the Bleed
   - Emergency Preparedness Fair
   - The Great ShakeOut
   - OSHA Type Safety Trainings
   - Welcome Day
   - ASNC Outreach Events
   - CERT Training
   - Emergency Management Trainings
   - Hazard Reporting Form

3. **Promote the Building Captain Program by building our community network of trained individuals that can take a leadership role during a crisis.**
   - Captains have priority to safety training and events.
   - Provide additional training on NIMS, SEMS, ICS structure, and training roles and responsibilities.
   - Continue to build our emergency supplies and train individuals how to use them.

4. **Continue campus assessments to address a number of different areas including physical safety, ADA, OSHA and Fire Code compliance.**
   - Promote and conduct safety assessments.

- Identify first-aid kits, Automated Electronic Defibrillator (AED), fire extinguisher and other safety items locations and teach individuals on how to operate them.
- Promote and help address ADA, fire code, and egress type issues.
- Promote Ergonomics.

5. **Promote a safety-minded culture.**
   - See something
   - Say Something
   - Do Something

HOW DOES THE COMMITTEE ALIGN WITH NORCO COLLEGE MISSION?

- Safety Committee serves our students, faculty, staff and our community, by promoting and providing educational opportunities, foundational skills, career and technical education.

- The Safety Committee promotes a safety-minded culture through diversity, collaboration, and inclusivity among students, faculty, staff and our community.

- The Safety Committee aligns with the innovative approach to learning to use technology to provide safety-training opportunities. Additionally, we continue to use the RAVE system, emergency mass notifications, and continue to promote the Guardian app.

ASSISTANCE NEEDED FROM ISPC:

- Encourage and promote training as everyone's role as a state disaster service worker.
  - Promote release time for training. The District and Norco College offer of both in person and online education opportunities. Norco College is currently at the bottom of the District in Safety Training.
  - Encourage and help promote attendance in the safety committee and related events/training via release time.
  - Encourage and promote the Building and Floor Captains. We have a shortage of individuals to cover the campus; we have buildings and areas of the college that are without coverage at this time. The Captains are needed and should be considered a valued position.

- Encourage the implantation of an ongoing budget for Safety and Emergency Planning to help fund projects and day-to-day operations.

- Promote communication to regarding safety issues and events and help facilitate dialogue and questions. Students, Faculty, and Staff should be encouraged to use the Hazard Reporting Form on the Safety Website to report items anonymous or they can choose to provide contact information if they wished to be followed up with.

Great Colleges to Work For 2019

Norco College

Response Rate

Pre-Loaded Job Category	Total	Responded	% Responded 2019	% Responded 2018
All Employees	529	157	30%	32%
Administration	36	28	78%	76%
Faculty	94	34	36%	48%
Adjunct Faculty	266	40	15%	17%
Non-exempt Staff	133	55	41%	40%

Profile of Respondents

Demographic Category	Response Options	Number of Respondents	Percentage of Respondents
Job Status n=129	Full Time	88	68%
	Part Time	29	22%
	Other	1	1%
	Decline to Answer	11	9%
Years at Institution n=131	Less than 2 years	32	24%
	2-4 years	35	27%
	5-7 years	15	11%
	8-10 years	12	9%
	11-15 years	10	8%
	16-20 years	11	8%
	21-25 years	1	1%
	More than 25 years	6	5%
	Decline to Answer	9	7%
Supervisory Status n=130	Yes	31	24%
	No	99	76%

Survey Results

- Includes section averages and individual statement averages

Job Satisfaction/Support

My job makes good use of my skills and abilities.
I am given the responsibility and freedom to do my job.
I am provided the resources I need to be effective in my job.
Job Satisfaction/Support - Average

Teaching Environment

There is a good balance of teaching, service and research at this institution.
Teaching is appropriately recognized in the evaluation and promotion process.
There is appropriate recognition of innovative and high quality teaching.
Teaching Environment - Average

Changes in responses from 2018 to 2019

All Employees

- <u>Positive changes</u>:

  - The institution takes reasonable steps to provide a safe and secure environment for the campus. (% Positive +11)

  - District Educational Services adequately meets the needs of Norco College. (% Negative -13)

All Employees

- <u>Negative changes</u> (Positive responses went down and/or negative responses went up):

  - Senior Leadership *Section Average* (% Negative +11)
  - Faculty, administration and staff are meaningfully involved in institutional planning. (% Positive -10, % Negative +14)
  - Senior leadership shows a genuine interest in the well-being of faculty, administration and staff. (% Positive -14, % Negative +11)
  - There's a sense that we're all on the same team at this institution. (% Positive -12, % Negative +13)
  - **I feel invited to participate in shared governance.** (% Positive -12, % Negative +17)
  - I believe what I am told by senior leadership. (% Positive -16)

Administration

- <u>Positive changes</u>:

  - **District Educational Services adequately meets the needs of Norco College.** (% Positive +21, % Negative -49)
  - District Facilities Planning & Development adequately meets the needs of Norco College. (% Positive +15, % Negative -17)
  - **District Grants adequately meets the needs of Norco College.** (% Positive +31, % Negative -40)
  - District Information Technology adequately meets the needs of Norco College. (% Positive +15, % Negative -26)
  - District Marketing and Outreach adequately meets the needs of Norco College. (% Negative -24)

Administration

- <u>Top negative changes</u> (Positive responses went down and/or negative responses went up):
  - <u>Section Averages</u>
    - Job Satisfaction/Support (% Positive -13)
    - Facilities (% Negative +13)
    - Pride (% Positive -13)
    - Senior Leadership (% Negative +11)
    - **Faculty, Administration & Staff Relations** (% Positive -11, % Negative +10)
    - Communication (% Positive -15)
    - Fairness (% Positive -14)
    - Respect & Appreciation (% Positive -11)

Administration

- <u>Top negative changes</u> (Positive responses went down and/or negative responses went up):

  <u>Specific Items</u>
  - My department has adequate faculty/staff to achieve our goals. (% Positive -12, % Negative +17)
  - I believe what I am told by senior leadership. (% Positive -12, % Negative +12)
  - There is regular and open communication among faculty, administration and staff. (% Positive -13, % Negative +12)
  - **Issues of low performance are addressed in my department.** (% Positive -15, % Negative +20)
  - District senior leadership adequately meets the needs of Norco College. (% Positive -11, % Negative +14)

Faculty

- <u>Top positive changes</u>:

  - There is appropriate recognition of innovative and high quality teaching. (% Positive +19)

  - Our recognition and awards programs are meaningful to me. (% Positive +21)

  - District Business and Financial Services adequately meets the needs of Norco College. (% Positive +12, % Negative -11)

  - **District Educational Services adequately meets the needs of Norco College.** (% Positive +14, % Negative -19)

Faculty

- <u>Top negative changes</u> (Positive responses went down and/or negative responses went up):

  - I am given the opportunity to develop my skills at this institution. (Negative % +12)
  - My supervisor/dean makes his/her expectations clear. (Positive % -13)
  - Changes that affect me are discussed prior to being implemented. (Negative % +14)
  - I feel invited to participate in shared governance. (Negative % +11)
  - **I have not experienced unfair treatment because of my age, gender, ethnicity, sexual orientation, or other diversity related characteristics.** (% Positive -10, % Negative +11)

Staff

- <u>Positive changes</u>:

  - Facilities is the only section with no change in the negative direction (slight change in the positive direction)

Staff

- <u>Top negative changes</u> (Positive responses went down and/or negative responses went up):

  - <u>Section Averages</u>

    - Compensation, Benefits & Work/Life Balance (% Positive -15, % Negative +12)
    - Policies, Resources & Efficiency (% Positive -21, % Negative +14)
    - Shared Governance (% Positive -17, % Negative +14)
    - Pride (% Positive -19, % Negative +12)
    - **Senior Leadership** (% Positive -29, % Negative +24)
    - Fairness (% Positive -13, % Negative +12)
    - Respect & Appreciation (% Positive -15, % Negative +12)
    - Overall (% Positive -13, % Negative +12)

Staff

- <u>Top negative changes</u> (Positive responses went down and/or negative responses went up):

  - <u>Specific Items</u>
    - This institution is well run. (% Positive -36, % Negative +22)
    - Faculty, administration and staff are meaningfully involved in institutional planning. (% Positive -33, % Negative +27)
    - All things considered, this is a great place to work. (% Positive -32, % Negative +16)
    - Our senior leadership has the knowledge, skills and experience necessary for institutional success. (% Positive -38, % Negative +22)
    - **Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.** (% Positive -43, % Negative +27)
    - Senior leadership regularly models this institution's values. (% Positive -36, % Negative +11)
    - I believe what I am told by senior leadership. (% Positive -27, % Negative +32)

Questions, thoughts?

- What can we do to move forward?

Introduction

The program review process is an opportunity for each academic discipline or administrative unit (program) to evaluate their outcomes data and reflect on: 1. Current goals; 2. Set new goals; 3. Align program goals with college strategic goals; 4. Determine how the college can help the unit achieve their goals (through resource allocation or improvements to process and procedure). It is a chance for us to get an overall picture of how our various programs operate and document how they align with mission and contribute to the goals of the college. Program review is the beginning of our continuous improvement process; informs our decision-making and resource allocation process; and serves as the basis for strategic planning at the college.

For the purposes of program review, a program is an administrative unit, student services unit, or a discipline of study for which certificated staff (faculty) are hired based on the Academic Senate for California Community Colleges [minimum qualifications]. While all disciplines must complete a program review, it is not restricted to academic disciplines at Norco College. This decision was made to better integrate all of the working components of the college. We hold all areas to the charge of the Academic Senate 10+1.

NOTE: A program may also be a Program of Study, which is a sequence of study leading to a certificate or degree of 16 or more units.

The Program Review process is led by the Program Review Committee--a standing committee of the Academic Senate. Their statement of purpose is:

> *We establish guidelines, tools, and content requirements for the Program Review process at Norco College. We review and evaluate the program review and annual update unit reviews to facilitate intentional self-evaluation and planning in order to support program quality, improve student success and equity, enhance teaching and learning, and connect resource allocation to strategic planning (last Updated 09/26/2019)*

Committee Membership

Dr. Alexis Gray……………Social & Behavioral Sciences (Co-chair)
Dr. Samuel Lee…………..Vice President, Academic Affairs (Co-chair)
Nicole C. Brown………….Office of Academic Affairs
Dr. Greg Aycock………….Dean of Institutional Effectiveness
Dr. Kaneesha Tarrant …Interim Vice President of Student Services
Caitlin Welch ……………..Office of Institutional Effectiveness
Dr. Laura Adams…………Social & Behavioral Sciences
Dr. Khalil Andacheh……Social & Behavioral Sciences
Dr. Tim Russell…………. Social & Behavioral Sciences
Kris Anderson…………….Communications
Joseph DeGuzman……..Math
Beverly Wimer…………..Sciences & Kinesiology
Farshid Mirzaei …………Business, Engineering, Informational Technology
Jose M. Sentmanat ……Arts, Humanities & World Languages
Dr. Jason Parks…………..Dean of Instruction
Stephen Park……………..Math
Dr. Michael Collins……..Vice President, Business Services
Damien Saelak……………ASNC

History

The program review process at Norco College changed substantially in the Spring of 2018, with all units reporting at the same deadline in order to ensure equity in resource allocation and planning cycles. During this transition we all moved to a comprehensive three-year cycle (previously it was every four years and they were staggered), and we changed the name of the Comprehensive Program Review to just Program Review. This allowed us to achieve 100% participation with a clearer deadline set. This also allowed us to achieve more clarity in our long-range planning, as with staggered reports we were missing a Comprehensive picture of the needs of our individual units. In the intervening years, we have an annual update that allows for resource requests that were unforeseen because of changes to units. This cycle was aligned with our Assessment cycle so that Comprehensive views of the process of Unit Assessment could be gathered in one location. In addition, moving to a three-year cycle allowed Norco College to have more agency in District wide curriculum authorship.

Process

During Winter 2018, the new program review website launched. The website utilizes Nuventive Improve to integrate Assessment and Program Review. The process and prompts differ slightly based on unit type: Administrative vs. Instructional vs. Student Services program reviews. The overarching purpose of Program review is to allow us to look back, look around and look forward. We do this through consideration of assessment data, student achievement data, area scans, and long term goals aligned with the strategic plan goals. During the program review cycle, instructional units review the curriculum for currency and alignment with Program needs. To uniformly collect these data and plans, we ask the units the questions below:

Administrative programs respond to the following prompts
- Mission
- Identify or outline how your unit serves the mission of Norco College
- List the major functions of your unit
- SAO Assessment: Reflect on the last 3 years of SAO assessment and describe what you've learned.
- Goals

Instructional programs respond to the following prompts

Program Update Section
- Has your unit shifted departments in the PAST 4 years?:
- Do you anticipate your unit will shift departments in the NEXT 4 years?:
- New certificates programs created by your unit in the PAST 4 years?:
- New certificate programs anticipated by your unit in the NEXT 4 years?:
- Substantial modifications made to certificates/degrees in the PAST 4 years.:
- Substantial modifications anticipated to certificates/degrees in the NEXT 4 years.:
- Activities in other units that impacted your unit in the PAST 4 years.:
- Activities in other units that impacted your unit in the NEXT 4 years.:
- Previous Program Review Resource Requests
- Resource Requests Received:
- How did the resources received impact student learning?:
- If you requested resources but did not receive them, how did that impact student learning?
- Program Data Highlights Section
- COR Review
- Program Metric Highlights
- Assessment Report Highlights

Supplemental Reports
- Fill in and complete the following documents/forms and attach here.

Please make sure to attach the following items:
- Student Learning Assessment Report(s)
- Resource Request Report
- Data Reports from Impact: Retention, Success, Efficiency and Curriculum Analysis
  NOTE: This area was a discussion/reflection area with the data provided.

Student Services programs respond to the following prompts:
Area Overview
- Mission
- Identify or outline how your unit serves the mission of Norco College
- List the major functions of your unit
- SLO/SAO Assessment: Reflect on the last 3 years of SLO/SAO assessment and describe what you've learned.
- Goals and Objectives
- Strengths
- Students Served

Assessment
- Assessment results attached

Annual Budget Priorities (Sample Below)
College annual planning and decision making on program review requests is continually informed by the Annual Budget Priorities developed and recommended by ISPC and adopted by the Executive Cabinet. Below is a sample of the DRAFT 2019/20 Norco College Budget Priorities under consideration by ISPC.

> *In compliance with all regulations and laws, and alignment with Norco College's strategic plan goals of Student, Regional, and College Transformation, the College will primarily focus its resource allocation on the following strategic objectives.*

Student Transformation

- Maximize efficient FTES generation to meet established targets and provide access
- Continue to implement Guided Pathways
- Continue to close student equity gaps
- Improve program of study completion rates
- Implement an improved professional development program

Regional Transformation

- Establish distinct regional identity
- Initiatives that impact regional development
- Invest in workforce and economic development initiatives

College Transformation

- Invest strategically in new programs that develop a "comprehensive college"
- Support integrated planning, effective governance, continuous improvement
- Strategic investment in college personnel
- Develop/improve physical facilities to meet the demands of a "comprehensive college"
- Implement technology-enhanced operational systems
- Strategic investments to increase resource capacity and revenue generating projects
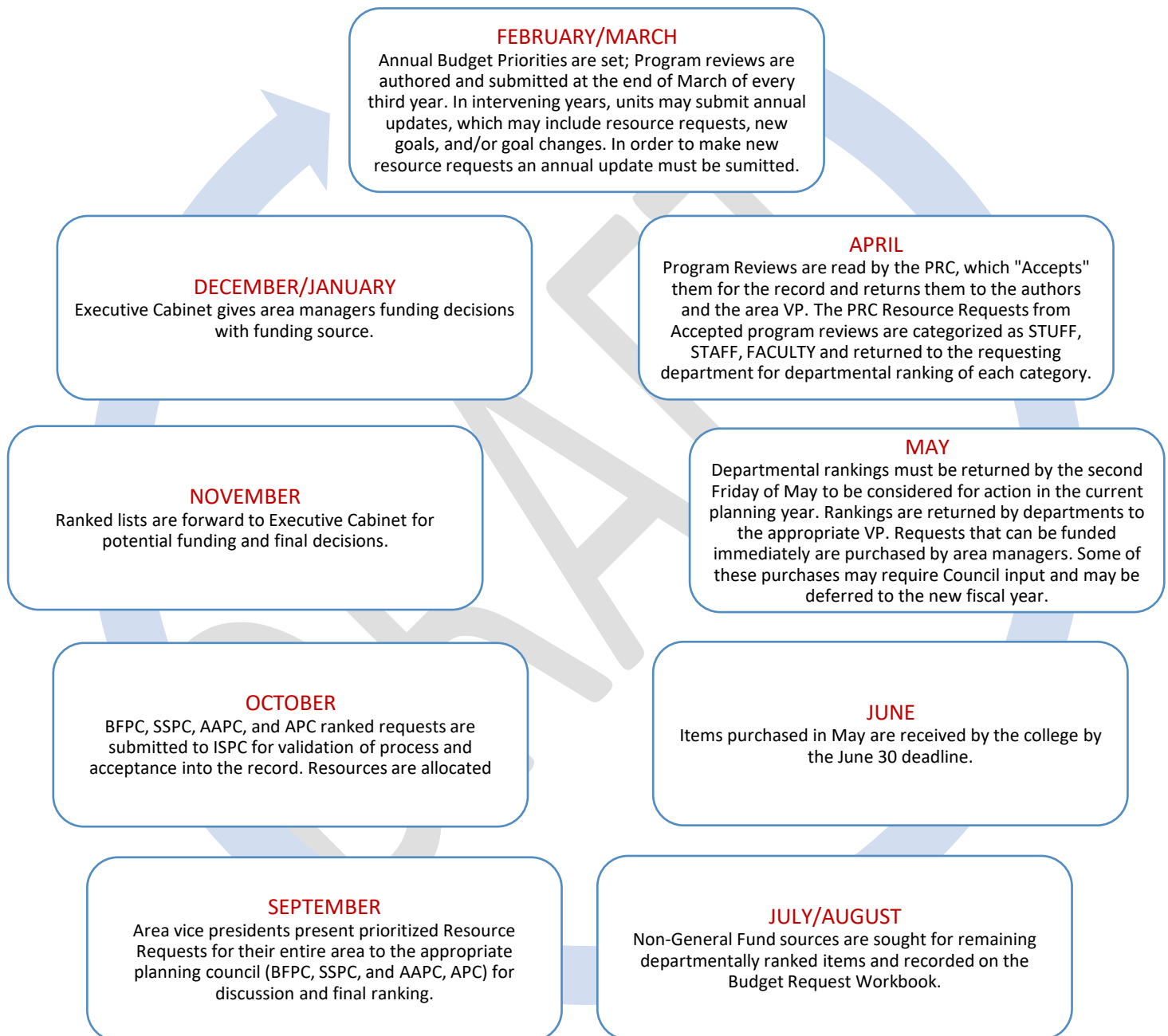
DRAFT PROGRAM REVIEW AND RESOURCE PRIORITIZATION TIMELINE

Comprehensive (3-year) program previews for all programs (instructional disciplines and programs of study), administrative, student services) are completed in March at the beginning of each 3-year cycle. Prior to the current 2018-2021 cycle, the college conducted comprehensive program reviews for the period 2014-2017.

Each year by mid-March, all programs complete an annual review, which consists of updated resource requests based on the evolving needs of the program. Annual updates

FEBRUARY/MARCH
Annual Budget Priorities are set; Program reviews are authored and submitted at the end of March of every third year. In intervening years, units may submit annual updates, which may include resource requests, new goals, and/or goal changes. In order to make new resource requests an annual update must be sumitted.

DECEMBER/JANUARY
Executive Cabinet gives area managers funding decisions with funding source.

APRIL
Program Reviews are read by the PRC, which "Accepts" them for the record and returns them to the authors and the area VP. The PRC Resource Requests from Accepted program reviews are categorized as STUFF, STAFF, FACULTY and returned to the requesting department for departmental ranking of each category.

NOVEMBER
Ranked lists are forward to Executive Cabinet for potential funding and final decisions.

MAY
Departmental rankings must be returned by the second Friday of May to be considered for action in the current planning year. Rankings are returned by departments to the appropriate VP. Requests that can be funded immediately are purchased by area managers. Some of these purchases may require Council input and may be deferred to the new fiscal year.

OCTOBER
BFPC, SSPC, AAPC, and APC ranked requests are submitted to ISPC for validation of process and acceptance into the record. Resources are allocated

JUNE
Items purchased in May are received by the college by the June 30 deadline.

SEPTEMBER
Area vice presidents present prioritized Resource Requests for their entire area to the appropriate planning council (BFPC, SSPC, and AAPC, APC) for discussion and final ranking.

JULY/AUGUST
Non-General Fund sources are sought for remaining departmentally ranked items and recorded on the Budget Request Workbook.

DRAFT RESOURCE CATEGORIES, DESCRIPTION, GOVERNANCE RANKING

TYPE	ITEM	DEFINITION	GOV	ON GOING
STUFF	Instructional Supplies and Materials used by students and teachers as a learning resource	Software (purchased or licensed), books, textbooks (owned by the college), tests, periodicals, instructional media, digital subscriptions, library databases, and non-durable equipment. Non-durable equipment (regardless of cost) is generally not expected to last more than a year or two and is not readily repairable and therefore disposable (equipment eligibility determinations are made on a case-by-case basis in consultation with the District Controller). Expenditures NOT allowed include replacing computers in a computer lab or replacing audio-visual equipment in a classroom. Based on Education Code Section 60010(h) and 60010(m)(1).	AAPC	NO
	Instructional Equipment, Furniture, Technology used by students as learning resource	Classroom/Laboratory Equipment, Whiteboard, Projector screen, Projector, Desks, Tables, Podium, Chairs, Desktop Computers, Laptops, Monitors, Printers, Servers, Network/Wireless infrastructure, AV/TV, Multi-media, software licensing (for first year of use), Systems for Registration, Counseling, Student Services, Learning Management Systems, Adaptive equipment for ADA/OCR.	AAPC	NO
	Equipment and Furnishings (non-instructional)	Items designed for long term use and is generally repairable and maintainable (not consumable) and is not categorized as Technology and is not Instructional Equipment (see Technology definition). Includes machinery, copiers, vehicles, tools, lab equipment (autoclave, microscopes, etc.), cabinetry, office furnishings, etc.	AAPC or SSPC or BFPC	NO
	Technology (does not include software)	Computers (desktop, laptop, tablet, laptop/tablet carts), Audi-Visual Equipment (projectors, document projectors, smart panels, sound systems, podium systems, portable AV/Computer systems, telephones), Peripherals (printers, cable locks, etc.), Classroom Lighting, Networking, Tech Wiring (cabling and electrical drops).	TECH	NO
	Facilities	Requests for changes to facilities for program improvement or expansion purposes. Includes repurposing or remodeling or creating space, including estimated costs of facility changes.	BFPC	NO
	Professional Development	Training, travel, participation in conferences, professional organization, workshops, state-sponsored activities	PDC	NO
	Budget Change	Establish or Change an Ongoing Budget for Administrative Supplies, Equipment (non-instructional), Contracts and Agreements, Software Licensing (non-instructional), Special Projects, Services, Maintenance, Travel (non-prof dev), Promotional Supplies, Advertising, Outreach Support, Transportation (local), Printing.	BFPC	YES
STAFF	STAFF	Requests for new or reclassified positions for staff, manager, professional expert, faculty coordinator, temporary employee, and ongoing special projects, including requests for changing PT to FT	AAPC or SSPC or BFPC	YES
FACULTY	FACULTY	Requests for new. Note: replacement and temporary full-time faculty positions handled in a separate process that is not generally included in program review	APC	YES

SAMPLE RANKING CRITERIA FOR 2019 PROGRAM REVIEW RESOURCE REQUESTS

Academic Affairs Prioritization Subcommittee

COUNCIL RANK (Sum of Each Critereon)	*To what extent does this request support student ACCESS?*	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA					
17	3	4	2	5	3
AAPC Notes about request…					

19-20 Summary of Program Review Resource Request Process (Draft 04-12-2019)

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Resource Requests should not include faculty positions nor currently budgeted on-going operational needs (e.g., annual instructional supplies). Program Review at Norco College is on a three-year cycle, with all units undertaking Program Review in 2017. Each subsequent year, annual goals are updated as needed, and college units submit Resource Requests. This planning starts in Feb./Mar. of every year to ensure appropriate connection and timing related to college budget processes and institutional planning needs.

1. College Budget priorities for FY 2019/20 are discussed and recommended by ISPC *(February 2019)*
2. In addition to budgeting funds for regular administration of the college, Executive Cabinet designates the following allocation categories to be used for normal operations: *(April 2019)*
   a. Total Program Review Resource Requests Funds (for items not operational or funded below)
   b. Lottery Funds Restricted (Academic)
   c. Facilities and Furnishings
   d. Professional Development
   e. Technology Allocation (not software)
   f. Marketing Allocation (Strategic Development)
   g. Strategic Opportunity Allocation (President's Office)
3. The Resource Request process is initiated in program review by area personnel. *(March 2019)*
   Requests include items identified and justified in program review:
   a. Items not funded in the previous year (these are rolled over if not funded)
   b. New items that were not listed in program review but are needed now to achieve outcomes.
   c. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities needs and non-faculty personnel).
4. Area managers work with department faculty and staff to prioritize Resource Requests each year. *(Due 2nd Friday of May, 2019)*.
   - Full-time faculty requests follow the Academic Planning Council process.
   - STUFF and STAFF requests are prioritized by academic department or program areas and should note direct ties to college mission, strategic plan, budget priorities, and intended outcomes.
5. Area managers review prioritized list with respective departments/divisions and communicate the availability of possible funding. Requests that can be funded immediately are acted upon by area managers before the purchasing deadline in May. *(May 2019)*
   a. Remaining items that can be purchased with available department funds, grant funds, restricted lottery funds may be acted upon by area managers whose decisions are informed by the rankings.
6. Area vice presidents present remaining prioritized Resource Request for their entire area to the appropriate planning council (BFPC, SSPC, and AAPC) for discussion and ranking based on a rubric revised each year by the respective councils. *(September, 2019)*
7. Area Vice Presidents present funding priorities from their respective councils to President's Cabinet for analysis and final determination of funding in accordance with strategic plan. *(September, 2019)*
   a. Items not funded in the current year are notated with a rationale, such as:
      - Request not related to College Mission, Strategic Plan, Budget Priorities, Intended Outcomes
      - Insufficient funding
      - Not enough information provided
      - No longer needed
8. Business Services begins allocation of funds for prioritized items based on funding availability, provides GL accounts for funded items and provides rationale for unfunded items. *(October-November, 2019)*
9. Area leaders work with faculty and staff to process purchases of funded Resource Requests. *(December 2019-April 2020)*
10. Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years. *(July 2020)*
11. Annual institution wide evaluation of effectiveness of the Resource Request Procedures (RRP) takes place, results are analyzed to enable continuous improvement. *(November 2019)*

12. Area VP reviews unfunded Resource Requests for FY 19/20 and funds additional requests according to priority previously established. (If additional funding exists). *(February 2020)*

Revised 11-01-2019 (based on discussions from the 10-28-2019 Resource Request Process ISPC ad hoc Meeting)

ISPC
2019-20 Adopted Budget and BAM Update
November 6, 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

NORCO
COLLEGE

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
Total Salaries & Benefits	**34,200,398.00**	**37,258,531.00**
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	**8,103,107.00**	**7,463,149.00**
Total Budgeted Expenses (includes holding accts)	**42,303,505.00**	**44,721,680.00**

83.3% 19/20 Budget - Salaries and Benefits

16.7% of 19/20 Budget Non-Salary

NORCO COLLEGE

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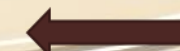
FY 18/19 and 19/20 Budget by Category

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
Total Salaries & Benefits	**12,222,240.00**	**11,855,711.00**
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	**23,715,447**	**17,777,795**
Total Budgeted Expenses	**35,937,687.00**	**29,633,506.00**

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

NORCO COLLEGE

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1ˢᵗ Quarter Budget Performance Report Fund 11

NORCO COLLEGE				BUDGET PERFORMANCE REPORT 1ST QUARTER		

<table>
<tr><td>Fund:</td><td colspan="2">11</td><td>Resource:</td><td>1000</td><td colspan="5">FY 2019/20</td><td colspan="2"></td></tr>
<tr><td colspan="3">%</td><td>Prior Year 2018/19</td><td>Current Year 2019/20</td><td colspan="4">Actuals</td><td rowspan="2">Balance</td><td>%</td></tr>
<tr><td>Object</td><td colspan="2">Object Description</td><td>Actual</td><td>Revised Budget</td><td>JUL</td><td>AUG</td><td>SEP</td><td>YTD</td><td>Used</td></tr>
<tr><td></td><td colspan="2">Total Budget 1000-7999)</td><td>39,733,495.65</td><td>44,677,972.00</td><td>2,713,193.67</td><td>2,046,698.78</td><td>2,315,941.74</td><td>7,075,834.19</td><td>37,602,137.81</td><td>23.46%</td></tr>
</table>

2020-21 BAM CONCEPT

- 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 Comparsion - 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
RCCD Median	$ 2,780	$ 2,916	$ 3,184	$ 3,489
RCCD Mean	$ 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
RCCD Median	$ 2,878	$ 3,146	$ 3,298	$ 3,521
RCCD Mean	$ 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
RCCD Median	$ 3,402	$ 3,319	$ 3,623	$ 3,779
RCCD Mean	$ 3,316	$ 3,239	$ 3,446	$ 4,030

Budget Allocation Budget (BAM)

NORCO COLLEGE

Revised BAM	
FINAL BUDGET - FY 2019/20	
Using District-Wide Avg. based on FY 18/19 MEDIAN	
19/20 Revenue Allocation	
Direct Instructional, Academic Affairs, Student Services, Business Services and Other Costs	
Norco College	
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
Moreno Valley College	
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
Riverside City College	
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

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

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Budget Allocation Budget (BAM)

NORCO COLLEGE

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

Norco College	
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

Moreno Valley College	
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

Riverside City College	
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**