Institutional Strategic Planning Council
Meeting Minutes for April 7, 2021
(1:00-3:00pm)

Meeting Participants

Committee Members Present (total 16)

Rex Beck, Quinton Bemiller, Angelica Calderon (ASNC Rep.), Leona Crawford, Kevin Fleming, Dominique Hitchcock, Ruth Leal (Classified Professionals Co-Chair), Sam Lee, Virgil Lee (Faculty Co-Chair), Mark Lewis, Jethro Midgett, Chris Poole, Suzie Schepler, Kaneesha Tarrant, Sigrid Williams, Patty Worsham

Committee Members Not Present (4)
Michael Collins, Monica Esparza, Monica Green (Administrative Co-Chair), Andy Robles

Advisors (total 4):

Greg Aycock, Vivian Harris, Azadeh Iglesias, Tenisha James

Advisors Not Present (2)
Adam Martin, Kimberly Thomas

Guest(s)
Laura Adams, Charise Allingham, Melissa Bader, Alexis Gray, Desiree Wagner

Recorder
Denise Terrazas

1. Call to Order
- Meeting called to order at 1:03pm

2. Approval of the Agenda
- Accepted as presented.

3. Approval of the March 17, 2021 Meeting Minutes
- MSC (Virgil Lee/Mark Lewis) Accepted as stated.

4. Co-Chair Updates

Virgil Lee

- Virgil Lee asked Kevin Fleming to share about the parliamentarian training on April 1st. He shared that both PowerPoint presentations and videos of the discussion are

available on the [Governance Resources](#) website. Kevin Fleming encouraged all members and future co-chairs to view the videos.

<u>Ruth Leal</u>

- Classified Professional of the Year Committee is reviewing the nominations for the 2021 Classified Professional of the Year and will be making an announcement later this month.

- Classified Professional Development Committee's next workshop will feature presentations from the Classified Professionals on the Guided Pathways Teams. A few committee members are attending the Vision for Success Virtual Summit 2021 to learn more about diversity, equity and inclusion, anti-racism, and centering students.

- Classified Shared Governance Committee is working this spring on committee assignments for classified professionals for existing committees/councils as well as the new councils.

5. Action Items

5.1 Technology Prioritization Lists

- MSC (Virgil Lee/Jethro Midgett) to accept the Technology Prioritization Lists from the Technology Committee
- Ruth Leal reviewed the Technology Prioritization Lists and the rankings given to each requested technology item requested as well as the rubric.
- Approved.

6. Information Item

6.1 Program Review: Spring 2021 process/timeline – Greg Aycock, Alexis Gray

- Greg Aycock shared a presentation on Program Review Process and Timeline.
- The presentation reviewed the four components of program review: 1) reporting on current goals, 2) setting new goals, 3) aligning program goals with the College's strategic goals, and 4) determining how the College can help units to achieve their goals through resource allocation and/or improvements to process and procedures.
- Regarding the timeline, Greg Aycock shared that we are a little behind schedule in this year's program review process, but he expects for the College to be on schedule by June.
- The Program Review website is great resource to help units compete their program reviews; it houses templates, tutorial videos, and assessment tools, and other useful items.

- The platform has been updated and now has integrated dashboards that can be used while completing program reviews.

  Comments/Questions:
  - Alexis Gray encouraged everyone to read the program reviews of the various units to gain an understanding of what is happening at the College.
  - Quinton Bemiller shared faculty concerns about the short deadline given to complete program reviews. As it stands, the timeline gives units less than 30 days, which includes the Spring Break. It was clarified that historically the Program Review completion period has always included Spring Break.
  - Quinton Bemiller noted that the readers of the program reviews are not the individuals who will act on the requests. How might we improve the process so that the relevant individuals could follow up on program review with the units?
    - Kevin Fleming proposed that Institutional Effectiveness and Governance Council address this question in the fall.
  - Council members further discussed the program review timeline in the context of addressing the equity gaps. Where are we addressing equity gaps within the platform?
  - A question was raised about previously-requested items that were not funded. Alexis Gray shared that the lists are wiped every three years. Thus, items that were not funded in previous program cycles and are still needed should be resubmitted for funded.
  - Will departments be notified when program review requests are funded? It would be useful to know if requests are granted before the next cycle begins.

6.2   2021-2022 Norco College Budget Priorities – Kevin Fleming

- Kevin Fleming shared that Annual Budget Priorities are presented and discussed at ISPC and sent to the Executive Cabinet in February/March every year.
- The Budget Priorities approved by BFPC will be brought forward as an action item to ISPC.

  Comments/Questions:
  - Would it make sense for this list to reference preparations for the potential of budget restrictions the following year?
    - Council members reviewed the Budget Priorities and collectively edited the document.
    - Please review with your constituent groups and send edits to Kevin Fleming or Michael Collins.

6.3   Proposal for Appeals Process in the SPGM – Ruth Leal

- Ruth Leal shared a proposal for edits to the appeals process in the SPGM.

- Kevin Fleming added that the preface of the discussion took place in the winter workgroup. The question he asked is if the answer is 'no' to a proposal, should there be a process for appeal or rather a process of resubmission or both.
- Based on parliamentary procedure, all proposals should come as action items, at which point they can be deferred or redirected.
- Ruth Leal proposed forming a workgroup to review the language of the proposal, interested parties may contact Ruth Leal. Kevin Fleming and Virgil Lee volunteered to participate in the workgroup.

6.4 Safe Return Update

- Sam Lee shared a couple of new developments from the Safe Return Taskforce. He stated that the District will provide bi-weekly updates on the plan to return to regular instruction in Fall 2021. There is a list of assumptions District-wide that will guide the work of the fall, these will be shared with stakeholders via the bi-weekly update. The lists of questions were collected from employees and shared with the Chancellor.
- Sam Lee reminded the council about the scheduling deadlines for the fall schedule.
- Quinton Bemiller confirmed that the Chancellor shared at the Board meeting that he will be holding monthly town halls for constituents. There is also a lot of information on the RCCD COVID website.
  - The question was raised whether this will be District-wide or by college. The assumption is that this will be a District-wide town hall.
  - Ruth Leal raised the question about how questions were collected. Questions were collected from COTW, ISPC, faculty and department meetings.
    - Questions from classified pros were gathered at the Safe Return Workshop.
    - Sam Lee invited that if there are future questions, please forward them to Monica Green.

6.5 DSPC Update – March 19, 2021

- Virgil Lee shared that the meeting was chaired by the Vice Chancellor of Finance. There was discussion at the meeting whether or not Norco College's Strategic Planning and Governance Manual needed DSPC approval. Ultimately, the DSPC accepted Norco College's Strategic Planning and Governance Manual as an Information Item, thereby allowing it to be brought forward to the Board of Trustees.
- There was a presentation on pre-qualifying contractors at the district, which was also presented at the April 6th Board of Trustees meeting.

7. Good of the Order

- Sam Lee commended Kevin Fleming and Quinton Bemiller for their professional presentation of the SPGM to the Board of Trustees.

- Kevin Fleming shared that the Chancellor lauded over the College's SPGM. He encouraged the Academic Senates to revisit the three-year program review cycles compared to five-year strategic plan cycles.
- Sam Lee commended Melissa Bader and Tenisha James for their presentation and representation of Norco College on Guided Pathways.
- Kaneesha Tarrant shared that the week of April 26 – April 30th is Black Student Success Week, the theme of which is the financial need of our students. Everyone is encouraged to participate.

8. Future Agenda Topics

8.1   Defining "Participatory Governance" and "participate effectively" in the SPGM

8.2   Governance Meeting and Student Activities Block Schedule Feedback

9. Adjournment
- 2:44pm

Next Meeting

Wednesday, April 21, 2021
1:00-3:00pm
https://cccconfer.zoom.us/j/96114068185

Technology Committee - Criteria for Technology Needs

Category	Points Allowed	Points Assigned	Description
Equipment:			
Lifecycle: How old is the equipment?	30		30 pts= 10 years old; 28 pts= 9 years old; 26 pts=8 years old; 24 pts= 7 years old; 22 pts= 6 years old; 20 pts= 5 years old; 18 pts= 4 years old; 0 pts = no information
Is it new or a replacement?	10		10=Replacement; 5=New; 0 pts = no information
Programmatic Needs:			
How is this item necessary to address the department's mission and goals?	20		20 pts = Mission critical or required by code or law, essential to ensure privacy, security and safety or driven by economic factors; 17 pts = Needed to affect student learning, success, or access; 15 pts = improve quality of student life; 0 pts = no information or too little to address question
Will the purchase of this technology directly benefit/impact students?	15		15 pts=Yes it affects students; 5 pts= No it does not impact students; 0 pts = no information
This request helps Norco College remain competitive with comparable institutions.	5		5 pts= Yes; 3 pts= No; 0 pts = no information
Total Cost of Ownership:			
Planning: Is there information on TCO?	10		10 pts=Yes; 0 pts=No
Technology Dept Comments			
TSS Recommendation	10		up to 10 pts based on recommendation
Total	100		High: 100-80; Medium: 79-60; Low 59-0

Recommendation (High/Medium/Low):

Comments:

2019 Norco College Strategic Development Annual Program Review Requests Prioritization List by the Technology Committee

Dept.	Request	Justification	Instructional/ Non-Instructional	# of Items	Total Cost	Lifecycle: How old is the equipment? Provide asset tag # for verification	Is it new or a replacement?	Recommendation (High/Medium/Low)	Reviewer Comments	Recommended Action
Strategic Development	LCD Projector & Projector Screen	LCD Projector & Projector Screen: Use in noncredit/community education classroom & To be able to project and view class lessons	I	1	$3,500.00	N/A	New	Low - 3	Item may already be purchased. IMC has already provided a proposal for a mobile interactive screen for the classroom and the conference room. The equipment was going through the purchase order process. It was determined that the interactive screen was the best fit for this application.	
Strategic Development	Video Monitor	Video monitor: For use in noncredit/community education classroom and conference room for meetings with employers and community partners	I	1	$3,500.00	N/A	new	Low - 3	Item may already be purchased. IMC has already provided a proposal for a mobile interactive screen for the classroom and the conference room. The equipment was going through the purchase order process. It was determined that the interactive screen was	
Strategic Development	Salesforce software platform.	Salesforce implementation (initial set up cost): Resource Justification: The complete Guided Pathways implantation requires a communication solution that allows us to send information digitally to our students (and prospective students) to find them, recruit them, help them stay on the path, and communicate with them at every milestone to increase completion rates. This will fund the initial integration	N	1	$161,185.00	N/A	new	Low - 2		
Strategic Development	Laptops	2 Laptops: Current technology is out of date and needs refreshing.	N	2	$7,332.00	Remove per request by Strategic Development.				
Strategic Development	2 computers	Work station for Administrative Assistant III or Grants Administrative Specialist: Technology Support for two proposed positons in 19/20. Includes two PC	N	2	$3,948.00	N/A	New	Low-1		

2020 Norco College AAPC Annual Program Review Requests Prioritization List by the Technology Committee

Dept.	Request	Justification	Instructional/ Non-Instructional	# of Items	Total Cost	Lifecycle: How old is the equipment? Provide asset tag # for verification	Is it new or a replacement?	Recommendation (High/Medium/Low)	Reviewer Comments	Recommended Action
Psychology	30 new computers	30 new computers with the capability of running the statistical software required for PSY 50 and PSY 48. PSY48 requires students having access to hardware to access the cloud-based version of SAS which is part of the National Science Foundation's supported curriculum for PSY48 -- Passion-driven statistics. Norco College is only one of two community colleges in the U.S. being supported by NSF's initiative to increase the success rate of students in statistics and increase the number of underrepresented students who enter and remain in STEM fields. PSY50 students also use cloud-based statistical software to complete their research projects.	I	30	$59,403.00	N/A	New	Medium - 4	Recommend a laptop for flexibility	
Chemistry	Projection system and screen for Hum 204	Projection system and screen for Hum 204 to upgrade to Smart classroom	I	1	$5,000.00	N/A	New	Medium - 1	Student need. This supports student learning so that students can be successful. IMC will provide a design and quote for the additional projector. Waiting for funds to be allocated. IMC will provide additional hardware and wiring for the additional projector.	
Political Science	Technology, and Other Essential Student Engagement Requirements: $12,000 for E books, textbooks, laptops, Chromebooks, operating software, digital homework and simulation subscriptions. 2) Technologies to Increase Instructor Ability to Use Multi Modal Means of Engagement:		I		$15,000.00			Low - 1	No information provided leading to low points.	
Library/Learning Resources	9 items consisting of library databases, books, & e books.	9 items consisting of library databases, books, & e books. (These items could be categorized as instructional supplies, instructional equipment, &/or technology). 1) Subscription to Ebsco Literary Resource Center and Literary Resource Center Plus $8,000 annually To replace print literary reference volumes we are weeding to make room for the new student study area 2) Subscription to ProQuest Research Companion $3,000 annually	I	9	$220,000	N/A	There are both new AND replacement items in this list	Medium - 2	Access provided to ALL students. Assists with equity for students in need of resources. Part of Guided Pathways to provide support for student success.	
Biology	64 Surface Pros	Surface Pros and accessories for both A&P labs	I	64	$93,000	Tag numbers not provided	Replacement	Medium - 3	Student need. Recommend a laptop instead of Surface Pro.	
Art/Art History	Two 21.5" iMac desktop computers, with Adobe Suite software, and one wide format color printer	Two 21.5" iMac desktop computers, with Adobe Suite software, and one wide format color printer to be used in the Studio Art classroom	I	3	$ 3,500.00	N/A	NEW	Medium - 5	Student need	

2020 Norco College BFPC Annual Program Review Technology Requests Prioritization List by the Technology Committee

Dept.	Request	Justification	Instructional/ Non-Instructional	# of Items	Total Cost	Lifecycle: How old is the equipment? Provide asset tag # for verification	Is it new or a replacement?	Recommendation (High/Medium/Low)	Reviewer Comments	Recommended Action
Business Services	New A/V Equipment for Theater 101	The current av equipment is malfunctioning. Replacing the current equipment will provide faculty better access to essential av technology.	I	1	$80,000.00	Lifecycle replacement is 5 years for all A/V components. System was installed in 2006.	Replacement	Medium - 1	Per TSS/IMC: Design and quotes are in the process of being fullfilled.	
Business Services	New A/V Equipment for Classrooms Industrial Technology Building (ITEC)	The current classroom equipment is malfunctioning. Replacing the current equipment with upgraded technology will provide faculty better access to essential A/V technology.	I	1	$148,000.00	Lifecycle replacement is 5 years for all A/V components. System was installed in 2009	Replacement	High - 1	IMC completed IT 101 upgrade and includes all new HD projection systems, with wirelsess presentation devices.	
Business Services	New Classroom A/V Equipment for West End Quad RM 2 and 3	The current av equipment is malfunctioning. Replacing this equipment will provide faculty better access to essential av technology.	I	1	$45,000.00	Lifecycle replacement is 5 years for all A/V components. System was installed in 2006.	Replacement	High - 2	Dance studio/and CPR room is still operating on analog video TECH.System will need upgrades and updated infractrusture.	
TSS & Technology Committee	Computer Lab Refresh Phase II	Computer Lab and Classroom computers in IT 125, Library, and Counseling. As part of the Refresh Plan in the College's Technology Plan, to refresh computer labs on a rotation based on age and efficiency. See current inventory list for precise computers.	I	80	$80,000.00	Lifecycle minimum efficiency was 2019 and maximum efficiency was 2020	Replacement	Medium - 3	Computer labs need to be updated based on the Refresh Plan. See current plan for exact labs. Listed labs were completed.	
TSS & Technology Committee	Computer Lab Refresh Phase IV	Office computers for faculty, classified professionals, and administrators for instructional and operational uses. As part of the Refresh Plan in the College's Technology Plan, to refresh office computers on a rotation based on age and efficiency. See current inventory list for precise computers.	N	97	$100,000.00	Majority installed in 2016 with waranty expiring in 2019. Some installed in 2017 with warranty expiring in 2020.	Replacement	Medium - 2	Compliance. Part of the Refresh Plan. Needed to keep technology up-to-date for instructional and operational purposes. Ongoing need.	

2020 Norco College SSPC Annual Program Review Technology Requests Prioritization List by the Technology Committee

Dept.	Request	Justification	Instructional/ Non-Instructional	# of Items	Total Cost	Lifecycle: How old is the equipment? Provide asset tag # for verification	Is it new or a replacement?	Recommendation (High/Medium/Low)	Reviewer Comments	Recommended Action
Counseling	Laptops and printers	Laptops and printers needed for out of office counseling. With portable printers and networked laptops counselors will be able to provide academic and personal services at more locations across campus and off campus for students.	N	4	$7,750.00	N/A	New	Low - 1	Comment from TSS: Are hotspots for Internet access needed?	
Engagement Center	Microsoft Surface Pro Laptops	Microsoft Surface Pro Laptops for Educational Advisor. Educational Advisor will be able to use laptop to stay connected with students while away on travel. It will allow for convenience to take notes, access needed information and stay organized while attending meetings and/or conferences on or off-campus.	N	2	$1,500.00	N/A	New	Low - 2	TSS recommends a laptop instead of MS Surface Pro.	
Disability Resource Center	Video Surveillance tools	Video Surveillance tools for testing room. These cameras will be installed in our testing room so we can better proctor students without the need to distract them by walking up and down the aisles or standing behind their private cubicles. For students with anxiety or other mental health impairments, this would greatly improve the testing environment. It would also help us improve our proctoring of faculty exams.	N	1	$1,500.00	N/A	New	Medium - 1	This is an equity issue.	
Student Financial Services	CampusLogic Software Program	Campus Logic streamlines the financial aid process to improve efficiency in the verification process and delivery of funds to students. Requesting funding for Campus Logic Contract for the next 3 years. This is a district expense to fund Campus Logic for all 3 colleges.	N	1	The approximate amount of the contract is $478,500 to be shared by the 3 colleges.	N/A	Renewal	Medium - 2		

PROGRAM REVIEW
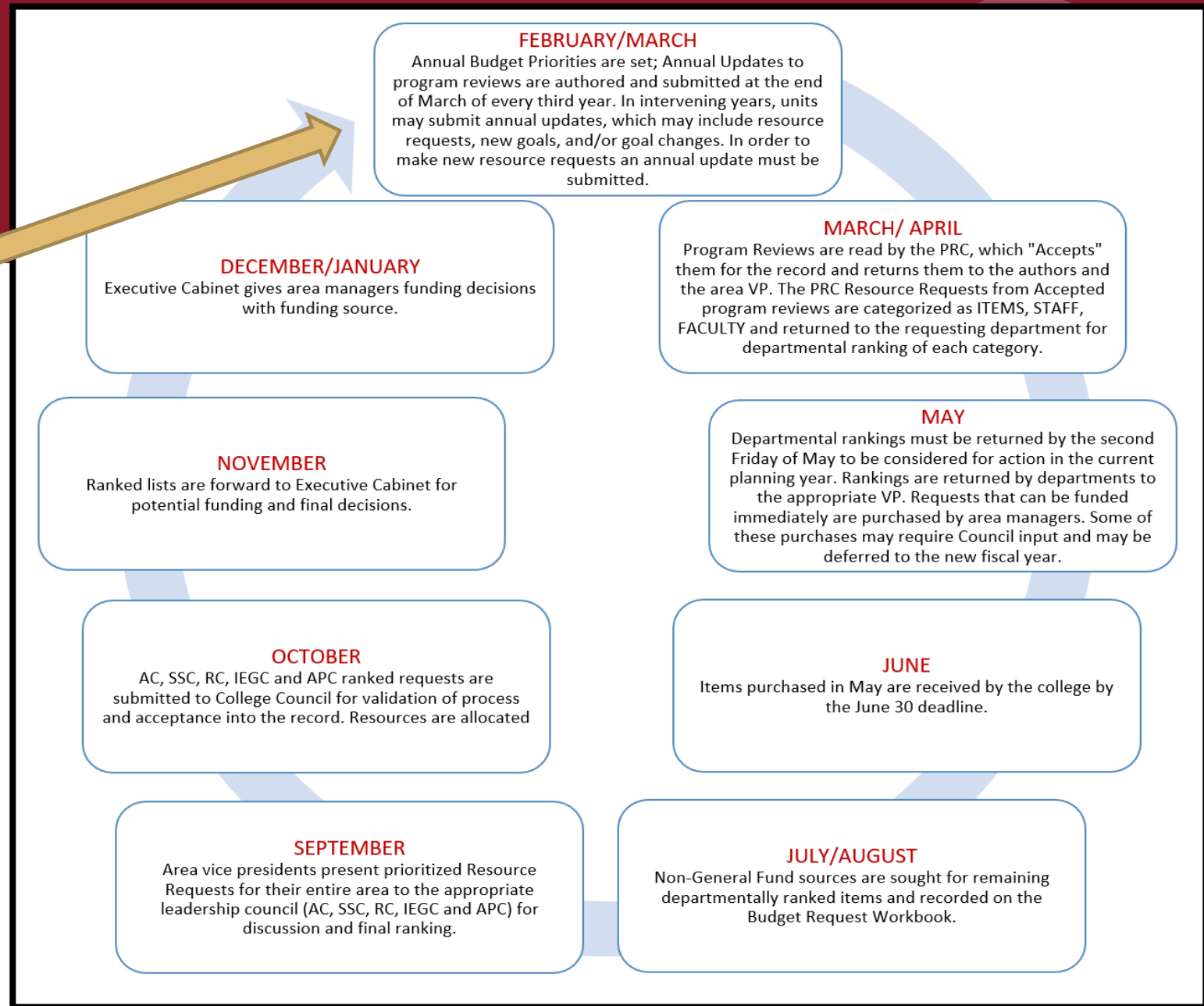
PROCESS AND TIMELINE

NORCO COLLEGE

PROCESS

- Program review is the foundation of our continuous improvement process; informs our decision-making and resource allocation process; and informs strategic planning.

- Our revised process has four components:
  1. Report on current goals
  2. Set new goals
  3. Align program goals with College strategic goals
  4. Determine how the college can help the unit achieve its goals (through resource allocation or improvements to process and procedure)

TIMELINE

We are here

As of March 30th all instruction, student services, and administrative units are available with a due date of April 30th.

FEBRUARY/MARCH
Annual Budget Priorities are set; Annual Updates to 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 submitted.

MARCH/ 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 ITEMS, STAFF, FACULTY and returned to the requesting department for departmental ranking of each category.

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

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.

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

OCTOBER
AC, SSC, RC, IEGC and APC ranked requests are submitted to College Council 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 leadership council (AC, SSC, RC, IEGC and 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.

PROGRAM REVIEW HIGHLIGHTS

- Program Review allows each program/unit to:
  - look back: by reporting on program progress and viability
  - look around: by describing opportunities and resource needs
  - look forward: by setting new long-term goals in alignment with our Strategic Plan goals

2021- 2024 PROGRAM REVIEW

Program Review Website:
https://www.norcocollege.edu/committees/prc/Pages/index.aspx

Nuventive Platform:
https://solutions.nuventive.com/

2021/2022 Norco College Budget Priorities

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 framework
- Continue to close student equity gaps
- Implement professional development

Regional Transformation
- Continue to reduce working poverty and the skills gap
- Purse, develop, and sustain collaborative partnerships

College Transformation
- Invest strategically to offer a comprehensive range of programs
- Support integrated planning, effective governance, continuous improvement
- Strategic investment in college personnel to sustain an excellent workplace culture
- Develop/improve physical facilities to build a comprehensive and inspiring campus
- Implement technology-enhanced operational systems
- Strategic investments to increase resource capacity and revenue generating projects

Proposal Process

Proposals may originate from individuals, constituent groups, or committees. It is recommended that a proposal be brought to a committee for collaboration. The committee review the proposal and deliberate to approve a final draft. Governance entities may develop proposals based on group input or direction (e.g. established charter). Some decisions may need to be forwarded to the appropriate overseeing council in the form of a recommendation or report. Once a proposal is submitted, the overseeing or appropriate leadership council considers it and deliberates whether the proposal should be accepted as submitted or returned for ammendment. Either through consensus or a majority vote, the council will vote on whether or not to accept a proposal. If the entity votes not to accept the proposal, it will not be forwarded to the college council if needed or approved for implementation. The decision of the council is based on the content of the proposal utilizing the expertise of the council members. Proposals can always be resubmitted to the committee/council at a later time. If the proposal is accepted, it will be forwarded to the appropriate council and/or the Academic Senate for approval. The aligned leadership council or Academic Senate then either approves the recommendation and forward it to the College Council (if necessary) or returns the proposal with feedback.

Appeals Process of Committee/Council Decisions

The Appeals process is used in a situation in which a faculty, classified professional, administrator or committee believes that either the strategic process was not followed in arriving at a decision or would like the content reviewed by a third party entity for consideration.
1. An ad hoc committee of the College Council co-chairs convenes. If one of the co-chairs was involved in the governance entity in question, a designee will be appointed by the constituent co-chair to serve on the appeals committee. The appeals committee will be comprised of one administrator, one faculty, and one classified professional.
2. The petitioner(s) provides a report to the co-chairs (or their designee(s)) with a written document outlining their appeal of the process and/or appeal of the content.
3. Co-Chairs of the Council/Committee in question provide a (rebuttal) report to co-chairs of College Council outlining the process used in making the decision, content report with feedback, and the reasoning for the decision made.
4. The Co-Chairs of College Council will review the process that was followed in the course of the council/committee's decision, review the content of the proposal and potentially seek out subject matter experts for professional opinions, and make a determination for a resolution and report back to both parties. The report may include recommendations on the proposal to obtain approval in the decision-making process.
5. If a petitioner submits an appeal pertaining to a decision made by the College Council, the president shall appoint three co-chairs (classified professional, faculty, and administrator) from three separate and unrelated councils/committees to implement the process noted above.
6. The final recommendation will be given to the President for a final decision.

(From SPGM, page 81)