

Annual Evaluation Report 2014-15

Norco College

OFFICE OF INSTITUTIONAL EFFECTIVENESS

October 13, 2015

Evaluation of Planning, Budgeting & Decision-Making Processes

Norco College

Since the 2009-10 academic year, Norco has had procedures in place for the evaluation of its integrated institutional planning, program review, resource allocation and decision-making processes. The purpose of this report is to present the activities during 2014-15 that fulfilled the following procedures and ensured regular evaluation of the established College decision-making structure.

Policy Statement

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

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

Evaluation Procedures

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

1. Annual Survey of Effectiveness of the Planning Councils: Academic Planning Council, Business & Facilities Planning Council and Student Services Planning Council – At the end of November of each academic year, participating members of each planning council will be surveyed to determine their degree of satisfaction with committee level planning, program review, resource allocation, and decision-making processes, annually evaluate the criteria used, and their perceptions regarding the degree to which these processes are effective and linked at the planning council level.

2. Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees: In October of each academic year, each standing committee and the Academic Senate will participate separately in dialogue sessions to evaluate the effectiveness of their planning and decision-making processes during the previous year. The Academic Senate will receive an executive summary from each standing committee for review and discussion at the last Academic Senate meeting in November. The Academic Senate will make recommendations to and receive recommendations from each of the standing committees based on the results of the evaluation and discussion.
3. Memorandum from College President to Norco College – by the end of each academic year (or as soon thereafter as budget recommendations and decisions for the subsequent academic year have been made) the College President will submit a memorandum to the Committee membership that identifies which of the faculty and staff positions identified in previous year program review and prioritized by the Planning Councils will be recommended for funding. In instances in which the President’s decisions do not correspond to the recommendations of the Planning Councils a detailed rationale for the divergence will be provided.
4. Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at a Committee of the Whole meeting during the beginning of the fall term of each academic year.
5. Survey of Committee of the Whole Membership –At the final Committee of the Whole meeting of each academic year the membership (which constitutes faculty, staff, students and administrators) will be surveyed to determine their degree of satisfaction with College planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively linked.
6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the Committee of the Whole membership, informing them of budget allocations decisions which impact the college and district, and providing ample opportunity for institution-wide dialogue.
7. Annual Open Dialogue Session – This session, to be conducted toward the end of each academic year in late May or early June, will provide all Norco College stakeholders with an opportunity for open dialogue concerning the extent to which college planning, program review, resource allocation and decision-making processes contribute to the achievement of course-, program- and institutional-level student learning outcomes. Content of the open dialogue session will be captured through minutes and a summary report will be written.

The open dialogue summary report will be presented in a Committee of the Whole meeting of the following fall term

8. Annual Evaluation Report – This report, to be prepared by the Office of Institutional Effectiveness, will be transmitted to the Norco Strategic Planning Committee (ISPC) membership at the first meeting of each academic year, at which time the Committee membership will be invited to make suggestions for improving the process. Any recommended revisions to the procedures and processes, if approved by the College President, will be incorporated into the next year’s cycle.

Annual Survey of Effectiveness of the Planning Councils

This ten-question survey focuses on issues related to the prioritization of resource requests from program review, the role of each of the planning councils (Academic Planning Council, Business and Facilities Planning Council, Student Services Planning Council), and the linkages between strategic planning, program review, assessment and decision-making with the councils. The survey was sent out to each of the councils’ co-chairs on December 9, 2014, and they disbursed it electronically to their respective members. A total of 32 council members responded with APC, BFPC, and SSPC responses at 11, 9, and 12, respectively. Overall, the Planning Councils Survey for 2014-15 indicated that respondents across all planning councils were strongly positive in their use of dialogue, perceptions of their role and purpose for resource allocation and strategic planning, and representativeness of council membership. There was minor negative feedback regarding rubrics/criteria used in prioritization, satisfaction with resource allocation and decision-making processes, and linkage of assessment to APC activities. A more detailed summary report of the 2014-15 Planning Councils Survey is available [here](#).

Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees

For the 2014-15 academic year, the Academic Senate President used a common survey for the Senate and Standing Committees. The survey was distributed mid-October 2013, and total of 76 members representing all eight standing committees responded. The data summary comparing each committee’s responses by question was distributed to the academic senate president. Each committee was expected to discuss results with their respective members, generate an executive summary based on the discussion, and report back to the academic senate. Only two standing committees reported back to the academic senate, and the Academic Senate reported to the Institutional Strategic Planning Council (ISPC) on their results. The Academic Senate President created a Senate Overview of the Assessment which outlined the survey results and posed three recommendations/goals. One of the recommendations

indicated that the lack of response by almost half of the standing committees to the survey was symptomatic of the need to improve communication between the standing committees and the senate. This recommendation also included plans to solve this lack of communication and improve participation in this evaluation process for the next academic year. The Academic Senate report on this survey is available [here](#).

Memorandum from College President to Norco College

This memorandum an update and rationale for decisions on resource allocation for the following academic year. Resource requests were initially made known through program review (as clearly indicated by the first line of the memo), and then compiled and prioritized by the appropriate planning councils (instructional program review requests to APC, student services program review requests to SSPC, and administrative program review requests to BFPC). Once the planning councils have set prioritization lists for requests, each list is forwarded to the ISPC to be reviewed for acceptance. If ISPC identifies any requests that may need to be re-evaluated, the list is returned to the appropriate planning council for re-evaluation. Once ISPC has accepted the prioritization lists, they are forwarded to Committee of the Whole, and then on to the president for final decision. The memorandum captures all of the decisions for resource allocation for the following year. The president’s memorandum is usually released in the spring semester and during 2014-15 it was distributed on June 4, 2015. The actual memo verbatim is available [here](#).

Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators”

Each fall semester the Dean of Institutional Effectiveness makes a presentation to the Committee of the Whole (COTW) on progress in meeting educational master plan goals (same as strategic planning goals) during the previous academic year. The presentation took place on December 4, 2014 and was an overview of first year progress and a review of the action plans submitted to date. At present, over 75% of the objectives have completed action plans which include means of assessment, target goal, and a comprehensive list of activities and timeframes. The Annual Progress Report can be found [here](#).

During Fall 2015 follow up will occur with committees that have oversight for the objectives that are still left incomplete. The completed action plans can be found under the [Planning Documents](#) on the Strategic Planning website.

Survey of Committee of the Whole Membership

The purpose of this survey is to give a broad constituency base at Norco College the opportunity to provide input on the effectiveness of prioritization processes, linkages between

program review, planning, and resource allocation; as well as the extent to which faculty and staff are participating in those processes. This survey was administered on June 4, 2015, and 47 people completed the survey which was much lower than the previous year (n=77). The survey contains a question requesting employee status which allows data to be disaggregated by administrator/faculty/staff categories. Survey results indicated similar patterns of agreement to the previous year on most questions, however due to lower response rates the percentage of agreement appeared to be lower in 2014-15. Overall, survey results indicated very positive perceptions on awareness and participation in strategic planning and resource allocation processes. For a full report of this survey please see the following [link](#).

Report of Resource Allocation

During the COTW meeting on October 2, 2014, the Vice President of Business Services made a report to college constituencies regarding budget and resource allocation for the academic year. During the presentation, topics such as new revenue, budget details, increases in categorical programs, the budget allocation model, and future challenges/opportunities were covered. For all details of the report on resource allocation presented at COTW, please see the presentation at the following [link](#).

Annual Open Dialogue Session

On June 3, 2015, Norco College held the Annual Open Dialogue Session where there is no agenda and all constituencies are invited to provide feedback on strategic planning, program review, resource allocation or other topics. Thirty-one people were present for the session and it lasted for one hour. Topics covered were suggestions for preparation and follow-up on future open dialogue sessions, software license purchases & program review processes, faculty advising, budget, accreditation cycle & standards, and other miscellaneous items. The complete executive summary is available [here](#).

Annual Evaluation Report

The present report represents the eighth and final element of the annual cycle for evaluating strategic planning and decision-making processes for the 2014-15 academic year. This report was transmitted to the Institutional Strategic Planning Committee, and feedback on improvement in the cycle was discussed during these meetings over approximately six months (see below).

Process to Assess Evaluation Mechanisms

In March 2014, Norco College received a visit from a team of peer evaluators through ACCJC, the regional accrediting commission for community colleges. As a result of that visit, Norco College received reaffirmation of full accreditation and had four recommendations that needed

to be addressed by November 2015. One of the recommendations requested that Norco College “develop a process to assess the evaluation mechanisms used in integrated planning and resource allocation”. To address this recommendation, it was decided that the strategic planning retreat held in late fall would be the ideal gathering of college constituencies to assess each of these evaluation procedures (mechanisms). A survey was conducted with “clickers” which allowed full anonymity and asked retreat participants to rate each procedure in its impact on programs, processes, and decision-making structures. The table below shows how each of the evaluation procedures mapped to programs, processes, and decision-making structures.

Procedure (Mechanism)	Programs	Processes	Decision-Making
Annual Survey of Effectiveness of the Planning Councils		X	X
Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees		X	X
Memorandum from College President			X
Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators	X	X	X
Survey of Committee of the Whole Membership			
Report of Resource Allocation	X	X	X
Annual Open Dialogue Session			
Annual Evaluation Report			

Results of the survey indicated that Survey of the Committee of the Whole Membership, Annual Open Dialogue Session, and the Annual Evaluation Report did not impact any programs, processes, or decision-making structures. During spring 2015, these procedures were given focused review in ISPC and recommendations were made for revision or exclusion. It was decided that the Survey of the Committee of the Whole membership procedure be expanded to include the entire college community. In addition, the survey will be revised and updated to be more comprehensive in nature. After review by the ISPC, it was also decided that the Annual Open Dialogue Session would be excluded as an evaluation procedure. The practice will continue to occur annually, but it was excluded because is not evaluative about the strategic planning process. The Annual Evaluation Report will continue to be part of the evaluation

procedures, but it will be used more effectively as a tool to review the process. The remaining five procedures which mapped to one or more of the areas, will be reviewed during fall 2015.