

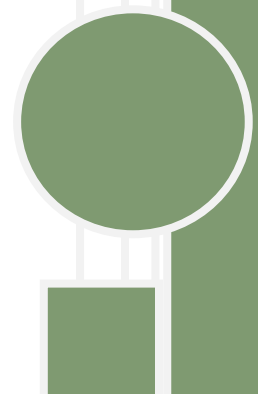
REPORT ON ANNUAL EVALUATION CYCLE

2016-17

***Report on the evidence that all parts of the evaluation cycle
were completed***

Office of Institutional Effectiveness

11/29/2017



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2016-17

Since the initiation of SP 2010-01 in 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 2016-17 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 integrated.
- Decisions are made strategically, based on institutional data, College-wide input, and systematic planning processes focused on continuous quality improvement.
- The concerns of stakeholders (students, faculty, staff, administrators and the communities served by the college) are highly valued and regularly 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. Survey of Effectiveness of the Planning Councils: Academic Planning Council, Business & Facilities Planning Council and Student Services Planning Council – By the end of the Fall 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. Report of Effectiveness of Academic Senate and Senate Standing Committees: In late spring 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 academic year. In late spring, the Academic Senate will receive an executive summary from each standing committee for review and discussion at a designated Academic Senate meeting. 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. The academic senate will report the outcome of their evaluation to the ISPC in the following fall.
3. Memorandum from College President to Norco College – Based on the previous year’s program review requests and the prioritization process, 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 college-at-large that identifies which resource requests were funded. The Memorandum shall include positions that are approved for hiring as well as other resources. In instances in which the President’s decisions do not correspond to the recommendations of the prioritization process, a detailed rationale for the decisions will be provided.
 4. Progress Report on Strategic Planning/Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at an ISPC and a Committee of the Whole meeting during the fall term of each academic year.
 5. Institutional Effectiveness and Planning Survey –In late spring, the College-at-large will be surveyed to determine the degree to which the College constituencies understand and are satisfied with planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively integrated.
 6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the BFPC, ISPC, and the Committee of the Whole informing them of budget allocation decisions which impact the college and district. The presentation of the report will provide ample opportunity for institution-wide dialogue. Dialogue will include the ways in which resource allocations may improve student learning.
 7. Report on Annual Evaluation Cycle – This report, to be prepared by the Office of Institutional Effectiveness, will be presented to the ISPC in the fall. The ISPC will utilize the report to initiate dialogue which may include suggestions for improvements in planning, procedures, and processes.

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 8, 2016, and they disbursed it electronically to their respective members. A total of 35 council members responded with APC, BFPC, and SSPC responses at 11, 12, and 12, respectively. Overall, the Planning Councils Survey for 2016-17 indicated that respondents across all planning councils were strongly positive in their ratings across all questions in the survey. There were few "Somewhat Disagree" or "Strongly Disagree" responses, but when they existed there were statements explaining the nature of the disagreement. These statements provided council co-chairs valuable qualitative data on which to begin dialogue and ultimately work toward improving effectiveness of council's processes. The Report on the Survey of Effectiveness was created as a tool to summarize data and to assist councils as they work to improvement their effectiveness. A more detailed summary report of the 2016-17 Planning Councils Survey is available [here](#).

REPORT OF EFFECTIVENESS OF ACADEMIC SENATE AND SENATE STANDING COMMITTEES

The Academic Senate & Standing Committees Survey of Effectiveness was distributed May 23, 2016, and total of 74 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's co-chairs received the data summary and discussed results with their respective members. Subsequently, the co-chairs generated an executive summary based on the discussion, and reported back to the academic senate. All of the standing committees reported back to the academic senate, and the Academic Senate will be reporting to the Institutional Strategic Planning Council (ISPC) on their results. The Annual Survey of the Academic Senate report is available [here](#).

MEMORANDUM FROM COLLEGE PRESIDENT TO NORCO COLLEGE

This memorandum is an update and rationale for decisions on resource allocation for the following academic year. Resource requests were initially made known through program review, 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 release date is in the spring semester and during 2016-17 it was distributed on June 8, 2017. The actual memo verbatim is available [here](#).

PROGRESS REPORT ON STRATEGIC PLANNING/EDUCATIONAL MASTER PLAN GOALS, OBJECTIVES AND "DASHBOARD INDICATORS"

Each fall semester the Dean of Institutional Effectiveness makes a presentation to the ISPC and Committee of the Whole (COTW) on progress in meeting strategic planning goals (same as educational master plan goals) during the previous academic year. The presentation to ISPC took place on November 15, 2017 and the presentation to COTW occurred December 7, 2017. In tallying all the metrics (defined as points of measurement or review) for the strategic plan, there are a total of 99 metrics comprising the 2013-2018 Strategic Plan. At present, 60 of the 99 metrics have either met 5-year targets or are within 90% of achieving these targets; 30 metrics are less than 90% of targets, and 9 metrics are either not quantitative or have never had targets established for them. The Annual Progress Report in its entirety can be found [here](#).

INSTITUTIONAL EFFECTIVENESS AND PLANNING SURVEY

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. In addition, issues regarding accreditation including college mission, assessment, program review, resources, campus climate, and resource allocation were included on the survey instrument. It was administered on May 23, 2017, and 105 people completed the survey. The survey contains a question requesting employee status which allows data to be disaggregated by administrator/faculty/staff categories. Overall, survey results suggested that college constituencies felt they had a strong impact on the institutional mission, and that there was confidence that the mission is moving institutional planning in the right direction. Assessment and program review received relatively agreeable ratings, with some disagreement in the meaningfulness of these activities, especially with faculty. Data use appears to be high at Norco College, but awareness of ISS needs to increase. Human resources processes were perceived to be positive for all constituencies with some

indication that training and professional development could be improved. Campus climate including items on fairness, safety, and inclusiveness contained some of the highest mean scores which was an indication of a positive climate at Norco College. Lastly, planning and resource allocation processes were rated as effective for the most part, but there was some disagreement as to whether the needs of students or areas were adequately met. For a full report of this survey please see the following [link](#).

REPORT OF RESOURCE ALLOCATION

The Vice President of Business Services made multiple reports to college constituencies regarding budget and resource allocation for the academic year in BFPC, ISPC, and COTW in September 2016 (see ISPC [presentation](#)). During the presentation, topics such as new revenue, budget details, increases in categorical programs, the budget allocation model, and future challenges/opportunities were covered.

REPORT ON ANNUAL EVALUATION CYCLE

The present report represents the final element of the annual cycle for evaluating strategic planning and decision-making processes for the 2015-16 academic year. This report was presented to the Institutional Strategic Planning Council on December 8, 2017. The council used this report as a tool by which to review and evaluate the evaluation cycle.