



**INSTRUCTIONAL PLANNING COUNCIL  
MEETING MINUTES OF**

**Friday, September 7<sup>th</sup>, 2018  
9:30 am – 11:30 pm, Building 2, Room 10**

**Members Present:** James Carranza, Nick DeMello, Karen Engel, Valeria Estrada, Jessica Kaven, Sherilyn Kuo, Matt Lee, Susan Mahoney, Sandra Mendez, Joan Murphy, Katie Osborne, Tammy Robinson, Rebekah Taveau

**Members Absent:** None

**Guests:** Jamie Hui, Jamillah Moore

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### 1) Adoption of [Agenda](#)

**Motion** – Approve agenda

**Discussion** – none

**Abstentions** – There were four abstentions - Jamie Hui, Jessica Kaven, Karen Engle, Sherilyn Kuo

**Approval** – approved

### 2) Approval of Minutes – [May 18<sup>th</sup>, 2018](#)

**Motion** – Approve May 18<sup>th</sup>, 2018 minutes

**Discussion** – none

**Abstentions** – There were four abstentions – Jessica Kaven, Jamie Hui, and Joan Murphy & Sherilyn Kuo

**Approval** – approved

### 3) Business

#### A. President's Update

President Jamillah Moore presented this agenda item. She went over the Fiscal Crisis & Enrollment Management Assistance Team (FCMAT) recommendations to our college. Please see the [FCMAT Letter](#) as well as the [FCMAT Recommendations](#). The FCMAT is an outside organization that performed an audit/assessment of our Business Office and procedures and provided recommendations. Their assessment started in 2016 and they were introduced at PBC so members were aware of who they were and what they were doing on campus. In June, 2017 they completed their report and sent it back to our college. This report also included a list of 28 recommendations. It was their finding that our Business Office has been doing good work but it was evident that we do not do a good job at succession planning. It was also found that we do not always have structured flow plans on how to deal with procurement card usage as well as business manuals etc. We will include this report as a part of our ISER and it will help us in connecting the work we are doing as well as providing evidence.

President Moore touched on some of the key recommendations listed in the FCMAT report and our progress in addressing those recommendations:

- “Develop, through the collegial consultation process and in accord with the Participatory Governance Manual, a procedure that guides college staff in developing department desk manuals and approving college administrative procedures”.

- Discussion – in progress
- “Explore the feasibility of linking the ASCC accounting system with Banner financial system”.
  - Discussion – in progress
- “Consider redefining the PBC’s role to be more active and participatory rather than informational only”.
  - Discussion – in progress
- “Consider producing more frequent and formal enrollment and expenditure status reports that coincide with the college’s annual enrollment and expenditure patterns.”
  - Discussion – this is something Mary Concha Thia Chries and her team are working on.
- “Develop processes and procedures to ensure that decisions at all stages of budget development and updating, including resource allocations, are aligned with the results of institutional program review and the college’s strategic plan.”
  - Discussion – There was a conversation on this recommendation during PBC. Karen Engel will report more on this later in the meeting. Last year, PBC reconstituted the Enrollment Management Taskforce and this group will identify goals, etc.
- “Connect program review to institutional planning and decision-making”.
  - Additional Information/Status – The PRIE Office is currently working on this.
- Develop a procedure that specifies what to do when department budgets are overspent at year-end.
  - Discussion – Currently when department budgets are overspent we do not have a process of addressing this for follow up and questions between the business office and the departments. We are a campus that may be at high risk for fraud due to this.
- “Develop a procedure that requires an annual agreement with all procard users so users are reminded of their responsibilities and card guidelines”. And...
- “Decrease the number of individuals who hold Procards to strengthen internal controls and reduce unauthorized expenditures”.
  - Discussion – We have put this in place already. There is concern over the amount of money that has been spent using procards (\$575,000 per year). Prior to the FCMAT report, this number was never shared and the number increased from 16/17 to 17/18. There are certain purchases that we should not use procards for that should be paid for using Purchase Orders instead such as things that are purchased every year. A bulk of purchases that are made using procards are supplies and we already have a contract with Office Depot so it would be better to do one big blanket PO for these types of purchases.
- “Monitor Procard use more consistently to ensure conformity with policies and procedures and to confirm that all charges are for district-approved purposes”. And...
- “Develop a college policy and procedure that provides more clarity concerning the purchasing of food, beverages and gifts; include this procedure in an annual Procard recertification/reauthorization.”
  - Discussion – we are currently doing this. The Business office is connecting this with their Business Manual that is being created.
- “Reinforce the need to follow the college requirements for submitting grant applications, especially the requirement to obtain administrative approval.”
  - Discussion – We want consistency and we have \$9million worth of grants at our college. We need to make sure Faculty, Staff and Administrators are following procedure.
- Develop a college procedure that includes criteria for approving, creating, and filling new permanent positions”.
  - Discussion – While we have a set process which starts in October, this recommendation goes back to linking to budgeting and planning and it falls in line with program review. Not every program does program review every year. When we start the process in October we ask for all positions including Faculty positions. Academic Senate also does Faculty position prioritization so they have two processes. We may want to consider tweaking our process so that it is more transparent and outlining how planning and budgeting are linked.
- “Create desk manuals for positions to ensure that other employees can understand and perform all duties when an employee is absent or a position is vacant.”

- Discussion – This is an ongoing issue for this campus. This will probably take a least a year to complete.

President Moore also presented Cañada’s [Strategic Enrollment Plan](#) (SEP). Our most current SEP is for 2014 – 2017 and needs to be updated. One of the reasons we reconstituted the Enrollment Management Taskforce is to work on this plan. The Enrollment Management Taskforce includes the Dean of PRIE (Karen Engel), Dean of Business, Design and Workforce (Leonor Cabrera), Dean of Counseling (Max Hartman), two faculty members and two classified staff members. One of the Enrollment Management Taskforce responsibilities is to look at the goals outlined in the SEP and determine if they are still pertinent and consistent. The old plan had 6 goals and 25 objectives and we want to make sure this is linked to our Educational Master Plan and College Strategic Plan. President Moore emphasized that our college has done a tremendous amount of work and has great processes and procedures in place but we want to coordinate all of our plans. The Enrollment Management Taskforce will be going back through our website and documents and seeing if we are doing what we said we were doing and if the information is still current. The Institutional Effectiveness Partnership Initiative (IEPI) team also noted that we need to link planning to budgeting at our college and that our Planning and Budgeting Committee (PBC) needs to be organized more as an action group. President Moore suggested that IPC may want to leave Enrollment Management Taskforce as a standing item on agendas as there will be many updates to present throughout the year.

President Moore went over the Progress Report that is included in the Strategic Enrollment Plan:

Progress Report 2015-2016	Planning/ Discussion (25%)	Implementation (50%)	Ongoing (75%)	Complete (100%)
<b>A. Enrollment Management Goals</b>				
1. Load target				√
2. Analysis of course schedule				√
3. Criteria for course schedule				√
4. Current HS				√
5. International students				√
6. DE—CTE		√ (Defer)		
7. Late-start DE				√
8. Online degree				√
<b>B. Community Goals</b>				
1. Pathway			√ (Defer)	
2. Marketing material				√
3. Promote College				√
<b>C. Student Success Goals</b>				
1. Success rate of Black & Hispanic students				√
2. Basic skills				√
3. Monitor DE success				√
4. Student Engagement Plan				√

D. Student Demographic Goals				
1. High School Relations Plan				√
2. High school students enrollment				√
3. Research on high school graduates				√
4. Evening course offering & expansion of CWA				√
5. Research on greying population				√
E. Instructional Program Offerings & Labor Markets Goals				
1. CTE offering			√ (Defer)	
2. Potential new CTE programs		√ (Defer)		
F. New Student Enrollment Pipeline Goals				
1. Application to orientation				√
2. Application to registration				√
3. Orientation to registration				√

An IPC member asked if we have a metric that measures Outreach impact and how many of the students who are contacted via Outreach enroll as new students and what the persistence rate of those students is as well as what their end goals are and if the goal is accomplished. President Moore stated that currently we have not been able to find a consistent way to ask questions and track students to look at outcomes and goals.

An IPC member asked about the relationship between the EMP, Strategic Plan and college Integrated plan. President Moore stated that we have over 35 plans at our college and one of the things we are working through is how to streamline those plans to ensure we are not duplicating efforts etc. Our PRIE office will be looking at the EMP and Strategic Plan to make sure they are consistent. We want to look at what our existing programs are that are doing the work outlined within these plans. We also want to look at how to we lay out our major plans as a college and how we link them together. One of the roles of our Interim Director of Operations, Dayo Diggs, is to comb through our college website and make sure it all aligns with what is outlined within our plans. She will be looking at the shared governance manual, PBC, EMP, Integrated plan etc. to find lines and linkage. It was also noted that we also need to constantly update our website as the work we are doing is constantly changing and evolving. We also need to make sure that our timelines link up. Additionally, our Dean of PRIE, Karen Engel, and her team are looking at data and making sure our EMP links with our Strategic Plan; looking at how we would take our Integrated Plan and bigger goals from the EMP and synthesize them into an operational plan and regularly look at our matrices. The goal is to weave activities and goals into a larger plan.

Dean of PRIE, Karen Engel also presented and noted that the Strategic Plan is a synthesis. She presented the [Cañada Strategic Plan Visual](#). This visual outlines some of our major plans and how they tie into our 3 goals. One of the goals of creating this synthesis is to make sure that programs and people are not overtasked. An operational plan will make it clear who is leading the work. We want to continue to be transparent and bring this information to all constituent groups. We do not have new work to create but the work we have to do is make connections and ensure that it all aligns. PBC also created a team to look at creating strategic plan synthesis for this year. This helps us to be better planners and to be ready for succession planning and guarantee that we do not lose institutional memory.

**Make student success universal**

Continually assess barriers to student success: ✓ Capture student voices ✓ Assess college metrics

- Education Master Plan
- Guided Pathways Plan
- Integrated Plan
- Professional Learning Plan
- Distance Education Plan
- IEPI/FCMAT recommendation
- Program Review
- Strong Workforce

Mission

Provide our community with a learning-centered environment, ensuring that all students have equitable opportunities to achieve their transfer, career education, and lifelong learning educational goals. The college cultivates in its students the ability to think critically and creatively, communicate effectively, reason quantitatively, and understand and appreciate different points of view within a diverse community.

EMP Goals

**Goal 1: Student Completion/Success:**

**Goal 2: Community Connections:**

**Goal 3: Organizational Development:**

Strategic Initiatives

- Clarify existing academic pathways & explore need for changes (based on student experiences)
- Enhance Basic Skills through-pup
  - Make curricular changes
  - Use HS GPA and other measures to improve accuracy of placement
- Enhance and expand bridge and cohort support programs (Puente, Adelante, HSI, AANAPISI)
- Expand the Promise Program
- Enhance and expand Distance Education strategically
- Manage Enrollment**
  - Use Transcript Evaluation service- max units
  - ID effective retention practices and implement
  - Explore changes to course schedules (based on student experiences)
  - Continue streamlining matriculation process

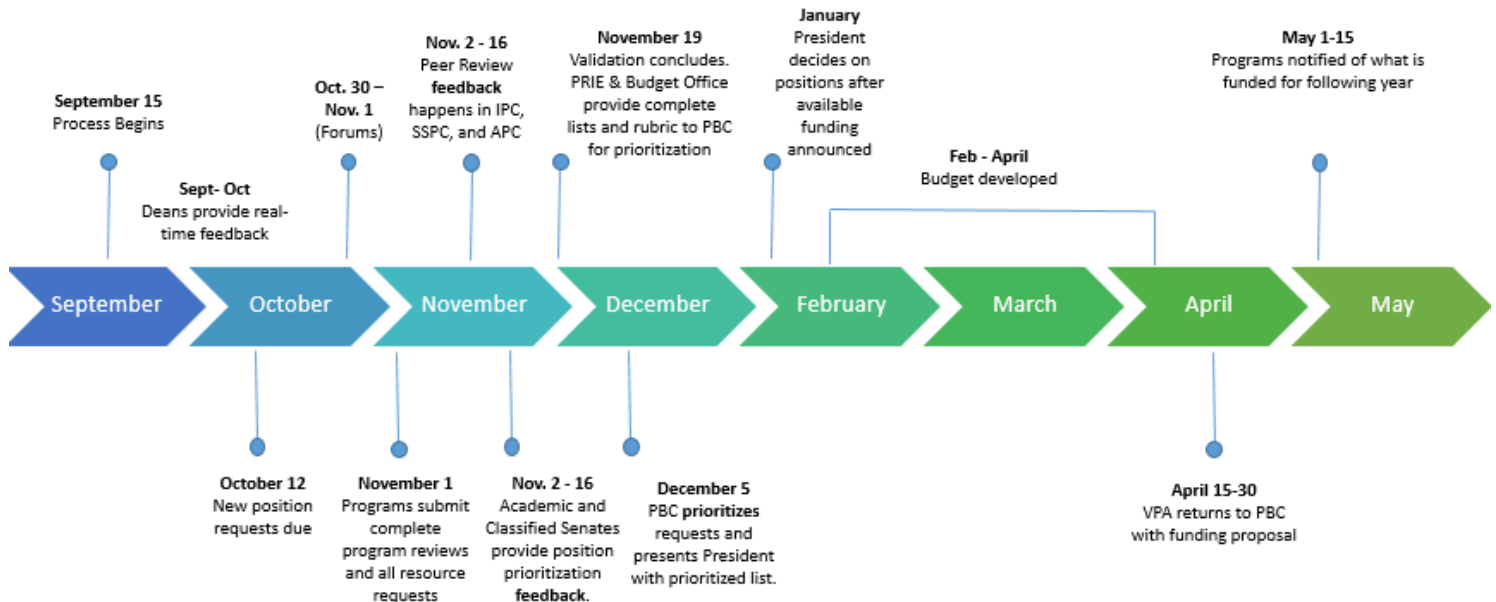
- Build infrastructure for career exploration
- Create seamless transitions from High School and Adult Schools
- Increase connections with employers and community partners to increase student:
  - Internships, mentorships
  - Service learning opportunities
- Enhance 2+2 relationships with 4-years
- Events
- Build an alumni network
- Manage Enrollment**
  - Market programs and grow enrollment

- Implement the Professional Learning (PL) Plan
- Implement Distance Education PL Plan
- Integrate planning and resource allocation
- Improve participatory governance process – esp. PBC
- Build new buildings (1 and 23); renovate building 9 with minimum impact to students and staff
- Manage Enrollment**
  - Streamline Business Processes
    - Identify barriers to students
    - Integrate and smooth processes
  - Implement Shuttle Program

**B. Flow of the Year (Program Review & IPC)**

Streamlining the Program Review Process – Karen Engel presented on the [Program Review Streamline](#).

Timeline for this year:



It was noted that this proposed streamline above is a direct response to the need for PBC to link budgeting and planning. Karen mentioned that program review is an important part of the process and that people should feel as if the work they are doing is meaningful and that it matters. With that being said, Karen and her team are looking into how we can streamline our processes and get through program review and new position proposals the fall. Our current process includes our new position proposals and decisions being made in the fall, but we

set our program goals via program review in the spring. The new streamlined process would include setting goals via program review from September through November. This will also include resource requests and would align with our new position proposal timeline. When IPC meets in November, they would validate the submitted requests which would then go to PBC in December and in January the new positions would be posted. This would help with the budget being built in the spring.

Karen also led the discussion regarding the use of TracDat for program review in lieu of SPOL. IPC members viewed the video put together by Allison Hughes regarding the use of TracDAT and SPOL clean up [here](#). It was mentioned that PBC also discussed the possibility of using TracDat instead of SPOL for program review and PBC members were in consensus that TracDAT may be a better tool to use moving forward. It is better to utilize the tools we have to the fullest (as we are already paying for it). The PRIE office is willing to come to division meetings to walk Faculty and Staff through TracDAT use for program review. The PRIE office is also willing to sit down with each individual department and transcribe the information/data into TracDAT as it is important for the bulk of time be spent by Faculty and Staff on reflecting on data and goals. If we move forward with using TracDAT, an evaluation will be done in the spring to gauge how useful the tool was and gather feedback.

An IPC member asked what role Academic Senate will play in this decision as IPC gave Academic Senate permission to review the program review previously. It was noted that Academic Senate will be consulted next week and Academic Senate President, Hyla Lacefield, instructed the PRIE office to first present the TracDAT proposal to PBC and to then present at Academic Senate and bring the proposal back to PBC after IPC and Academic Senate were consulted. An IPC member also mentioned that she felt that TracDAT seemed like a much better tool for program review than SPOL and that it would be beneficial to show the demo film to other Faculty members as it would likely help as there may be resistance to needing to learn something new. Some Faculty are opposed to TracDAT since it is tied to assessment so this is important to consider how we frame the change. It is important to mention that using TracDAT would mean one less log-in to remember (opposed to creating a whole new program etc). Allison Hughes has been trying to encourage us to use the resources that we already have (TracDAT) for quite some time and it was also noted that this would be one less additional program to learn and log-in to remember. It was also mentioned that the IPC recommendation from last year was to no longer use SPOL as the program review tool.

### **IPC Flow of the Year**

IPC members discussed the [IPC Flow of the Year](#). It was noted that this schedule may need to be updated, given the updated program review timeline proposal. The IPC meeting schedule will be reviewed and discussed at the October IPC meeting. Reassigned Time was then discussed (see below agenda item).

## **C. Reassigned Time Review**

The IPC Reassigned Time Process was discussed in depth. IPC members voiced concern or confusion regarding which reassigned time positions were to be submitted during the IPC process and which positions did not need to be renewed (based on college need). There is a difference between IPC approved and College approved reassignments. IPC members suggested that when the call went out for applications, there should be information included in the email as to which positions were up to be renewed through the IPC process this year.

There was then a discussion regarding the amount of information that is to be included on the application by those applying. It was noted that some applications last year seemed a bit scarce and IPC members would have liked more information before rating those applications. It was noted that some Faculty may not see the value in the application and therefore the application answers were thrown together with little thought. There was a suggestion to possibly bring in faculty members who submitted applications that needed additional clarification, but some members felt that the information provided on the application should be ALL the data and information provided. VPI Robinson suggested that we include language that states “in case additional questions need to be

answered, please be ready for an interview on....” In person interviews would not necessarily become a part of the process but they would be an option if IPC members felt they were needed. IPC student rep, Sherily Kuo stated that in Student Senate they use a form where applicants have to check boxes agreeing to things and then questions are asked regarding those boxes that are checked.

The amount of time that is assigned to each reassignment was also discussed. IPC member discussed the questions as to how much time is given to each reassignment and how do they ensure this is consistent. An IPC member gave an example of a Department Coordinator that is granted 1.5 units release time, but teaches courses that are 3 units and how this would not necessarily release them from one entire class.

Lastly, it was noted that it is important for there to be communication as to why final decisions were made and this information should be posted on the IPC website and/or in an email from the VPI.

#### **D. Review IPC Goals, Accomplishments and Recommendations from 5/18/18 meeting**

IPC members reviewed and discussed [IPC Goals, Accomplishments and Recommendations](#) from the 5/18/18 meeting.

See below Goals for the current academic year, and their status/note:

- Make recommendation to Academic Senate to review and consider options for replacing SPOL, and possibly TracDAT.
  - This has been done.
- Review and consider revisions to IPR’s rubric.
- Review IPC mission in supporting and serving program revitalization, improvement and creation.
- Review participatory governance manual and update as necessary.
  - To be added to October meeting agenda.
- Support and contribute to the update of the enrollment management plan (EMP).
- Complete IPC Self Evaluation (this should be done yearly).
  - The self-evaluation process will be started in January.

Below are some additional goals/topics to be covered this academic year:

- Add membership and mission to the October meeting agenda.
- Continue to work with the Enrollment Management Taskforce – VPI Robinson will bring info to upcoming IPC meetings.
- Rework/reevaluate the Faculty Reassigned Time process.
- Update IPC meeting schedule based on new program review schedule.

#### **4) Adjournment**

Meeting adjourned at 11:40am