



## AGENDA

### Districtwide Institutional Effectiveness Committee

Thursday, Oct. 24, 2019 (10:00 – 11:30 a.m.)

Conference Room 1

550 E. Hospitality Lane, Suite 200, San Bernardino, CA, 92408

| Agenda Items                                       | Discussion                                                          |
|----------------------------------------------------|---------------------------------------------------------------------|
| 1. Call to Order                                   | J. Gilbert                                                          |
| 2. Review of Minutes                               | Review and approval of meeting minutes dated 09/26/2019 (pp. 2 - 4) |
| 3. Accreditation Updates                           |                                                                     |
| 4. District Strategic Plan Objectives with Targets | Review of addendum to the District Strategic Plan (pp. 5 - 11)      |
| 5. Staffing Processes                              | Review of current processes (p. 12)                                 |
| 6. Long-term Growth Priorities/Forecasting         | What data do we need to look at?                                    |
| 7. Other/Future Agenda Items                       |                                                                     |
| 8. Next Scheduled Meeting                          | Thursday, Jan. 23 at 10am                                           |
| 9. Adjourn                                         |                                                                     |



## District Institutional Effectiveness Committee

## MINUTES

Thursday, September 26, 2019

10:00 a.m. – 11:30 p.m.

SBCCD Boardroom

114 S. Del Rosa Dr., San Bernardino, CA 92408

### Members Present:

|                                 |                       |                                     |                        |
|---------------------------------|-----------------------|-------------------------------------|------------------------|
| Jeremiah Gilbert (Chair, SBCCD) | Artour Aslanian (CHC) | Christopher Crew (SBCCD) - recorder | Richard Galope (SBCCD) |
| Celia Huston (SBVC)             | Judy Rodriguez (SBVC) | James Smith (SBVC)                  | Jose Torres (SBCCD)    |
| Luke Bixler (SBCCD)             | Michael Layne (Guest) | Sipel Tahai (Guest)                 |                        |

| Agenda Items                                             | Minutes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Call to Order</b>                                  | Call to order at 10:05 a.m. by J. Gilbert (Chair)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>2. Review of Minutes</b>                              | Minutes from 08/22/19 approved by consensus.<br>C. Huston noted that her name was misspelled<br>L. Bixler noted that his last name was misspelled                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>3. Accreditation Updates</b>                          | C. Houston reported that the ISER for SBVC is almost complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>4. District Strategic Plan Objective with Targets</b> | <p>J. Gilbert reported that we have 4 goals with objectives, and some objectives have sub-objectives with targets. There are a few problems (1) some targets have already been met (2) some objectives/targets are no longer being measured because the state did away with the data (e.g. scorecard).</p> <p>J. Gilbert reported that he worked with the researchers at the district, and both campuses, to develop new objectives and targets. If approved, he will submit the changes as an addendum to the current strategic plan. It will explain why the changes happened and be added as an appendix.</p> <p>C. Huston proposed updating the District Strategic pan to have language that includes the colleges in the goals. She suggested adding language to say, “the district will support the colleges in XYZ ...” before each objective/Goal. J Gilbert noted that these goals and objectives were written and established “collegially” in 2016 and his only goal is to update the targets. More substantial changes will be made when the new plan is written. Committee agreed to just reword objectives to say, “support the colleges in XYZ ..”</p> |

|                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                           | <p>J. Gilbert proposed dropping or editing Objectives 1.1.3 and 1.1.4. 1.1.3 - 100% SEP completion is too high given that we need a better student information system track them and we can't reliably identify non-exempt students. Committee agreed that objective should be modified to say, "we will increase the number of ED Plans each year" and remove the reference to 100% completion. 1.1.4 – Increase percent of students that "complete" their ED Plan to 50%. Problem is that we can measure "completion" because we don't have a measurable definition of "complete" and we no longer use Ellucian to track Ed Plans. Committee agreed to put this one on hold until we get a better definition and tracking methodology.</p> <p>1.2.1 and 1.2.2 are 3-year Math and English throughput rate. Vision for Success now says it should be 1 year, so J. Gilbert proposed to say, "continue to increase the number of students that complete transfer-level math and English". Committee agreed.</p> <p>2.1.1. Annual Resident FTES increase to 15,500: Target already met, and target is 2019-2020 but should be changed to 2021-2022. Committee agreed to say "support colleges" but also change language remove specific target to allow flexibility to adjust up or down based on the new funding formula (use the word <b>maximize</b> RFTES and remove the word <b>increase</b>). Target will now be based on the multi-year forecast provided by the state chancellor.</p> <p>2.1.2 Market Share: Current target is to increase to 74% by 2019-2020 but should say 2021-2022 and can't find the source for the baseline nor the 74% target. Committee agreed to recompute the baseline and target (now 66%).</p> <p>2.2.3 developmental FTES – Committee agreed to cut this one because AB705 is going to significantly reduce this.</p> <p>2.2.1 Transfer FTES: Target Already met. As effect of AB 705 on transfer FTES is known, suggestion made to replace with "increase the number of certificates awarded." Target to be developed.</p> <p>2.2.2 CTE FTES: change language to say, "increase the number of students completing 9+ CTE units". Target to be developed.</p> <p>J. Gilbert will bring revisions to next meeting as an addendum to the District Strategic Plan.</p> |
| <p><b>5. District Enrollment Management Committee</b></p> | <p>J. Gilbert proposed disbanding the District Enrollment Committee (hasn't met since July 2018). Institutional Effectiveness Committee agreed to disband and let the campuses handle enrollment management. Some responsibilities will be delegated to the Institutional Effectiveness Committee. J. Gilbert will take this recommendation to District Assembly.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                   |                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6. Staffing Processes</b>                      | <p>J. Gilbert proposed not having a comprehensive staff plan. Just have a plan for how to address growth, retirements, resignations.</p> <p>C. Huston said that SBVC wants a comprehensive Staffing Plan. They want to ensure that there is a process in place where they can hire people that the program review process says are needed.</p> |
| <b>7. Long-term Growth Priorities/Forecasting</b> | <p>J. Gilbert proposed finding better data that allows us to identify circumstances that would require/trigger some growth processes (e.g., hiring more counselors because of promise growth) and allow us to better prioritize what is done.</p>                                                                                              |
| <b>8. Other/Future Agenda Items</b>               | <p>C. Huston proposed bringing in ACCJC Standard 4D for review.</p>                                                                                                                                                                                                                                                                            |
| <b>9. Next Meeting</b>                            | <p>Thursday, October 24, 2019 at 10:00 a.m.<br/>SBCCD Boardroom (New Location)</p>                                                                                                                                                                                                                                                             |
| <b>10. Adjourn</b>                                | <p>Meeting adjourned at 11:30 a.m.</p>                                                                                                                                                                                                                                                                                                         |



## **2017-2022 District Support Services Strategic Plan: Addendum**

Prepared by Jeremiah A. Gilbert, Ph.D.

Executive Director

Research, Planning & Institutional Effectiveness

October 24, 2019

## **Objectives with Targets: Need for Revision**

The 2017-2022 Districtwide Support Services Strategic Plan has a number of objectives with targets that were developed to measure progress. Since the development of this plan, many new initiatives, such as Vision for Success, AB 705, and the Student Centered Funding Formula, have come about that were not in place when these objectives were developed. This, along with some targets already being met, has caused the need for these objectives to be either replaced or revised.

In addition, “Support the colleges to” was added to Objectives 1.1, 1.2, 2.1, and 2.2 as the colleges, not the district, provide programs and are responsible for student success.

### **Objectives Needing Replacement**

Objectives 1.1.1 and 1.1.2 have targets based on data coming from the Student Success Scorecard. The Student Success Scorecard has been discontinued in favor of the new Student Success Metrics and the data used for these objectives is no longer available.

Objectives 1.2.1 and 1.2.2 measure three-year throughput rates for math and English. However, both AB 705 and the new Student Centered Funding Formula focus on getting students placed into transfer-level math and English courses within one year, not three. As such, both of these objectives should be revised to reflect these changes.

### **Objectives Needing Revision**

Quite a number of objectives with targets have already met their 2019-2020 targets. It is recommended that these targets be re-evaluated and extended out to 2021-2022, the last year of the current District Support Services Strategic Plan. It should also be noted that the current targets were based on 2012-13 numbers and more recent numbers should be used to establish targets.

### **Development of Revisions and Replacements**

The Executive Director of Research, Planning, and Institutional Effectiveness worked with campus and district researchers and the Districtwide Institutional Effectiveness Committee on the replacement and revised objectives that follow. These revisions were then taken to District Assembly for wider collegial review.

## Objectives with Targets: Replacements and Revisions

**Objective 1.1:** Support the colleges to increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

**NEW Objective 1.1.1:** In alignment with Vision for Success, increase the number of students awarded associate degrees from 2016-17 to 2021-22 by 20%.

**NEW Objective 1.1.2:** In alignment with Vision for Success, increase the number of students awarded associate degree for transfer (ADTs) from 2016-17 to 2021-22 by 35%.

**REVISED Objective 1.1.3:** Increase the percent of non-exempt students with a complete educational plan to 100% by 2021-22.

**Objective 1.2:** Support the colleges to increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

**NEW Objective 1.2.1:** Continue to increase the number of students who complete transfer-level mathematics in their first year.

**NEW Objective 1.2.2:** Continue to increase the number of students who complete transfer-level English in their first year.

**Objective 2.1:** Support the colleges to increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

**REVISED Objective 2.1.1:** Maximize the annual districtwide resident FTES (RFTES) as stated in the multi-year forecast through 2021-22.

**REVISED Objective 2.1.2:** Increase the percent of community college students by the SBCCD (i.e., market share) to 66% by 2021-2022 as measured by community college enrollments by zip code.

**Objective 2.2:** Support the colleges in providing transfer, career and technical, and developmental education access to meet student needs.

**NEW Objective 2.2.1:** Increase the number of Chancellor's Office Approved Credit Certificates awarded from 2016-17 to 2021-22 by 15%.

**NEW Objective 2.2.2:** Increase the number of students who complete 9 or more CTE units from 2016-17 to 2021-2022 by 20%.

## Appendix: Development of Replacements and Revisions

**Objective 1.1:** Increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

- **Objective 1.1.1:** Increase the graduation rate from 16% to 20% by 2019-2020 as measured by the Student Success Scorecard.

**ISSUE:** The Student Success Scorecard is no longer in use and the data used to compute this objective is no longer available.

**NEW OBJECTIVE 1.1.1:** In alignment with Vision for Success, increase the number of students awarded associate degrees from 2016-17 to 2021-22 by 20%.

**RATIONALE:** Both campuses have set this as a Vision for Success goal.

- **Objective 1.1.2:** Increase the transfer rate from 24% to 39% by 2019-2020 as measured by the Student Success Scorecard.

**ISSUE:** The Student Success Scorecard is no longer in use and the data used to compute this objective is no longer available.

**NEW OBJECTIVE 1.1.2:** In alignment with Vision for Success, increase the number of students awarded associate degree for transfer (ADTs) from 2016-17 to 2021-22 by 35%.

**RATIONALE:** Both campuses have set this as a Vision for Success goal.

- **Objective 1.1.3:** Increase the percent of students with a complete educational plan to 100% by 2019-2020 as measured by data collected in Ellucian.

**ISSUES:** (1) No longer use Ellucian. (2) Some students are exempt from needing an SEP making the 100% target as written unachievable.

**REVISED OBJECTIVE 1.1.3:** Increase the percent of non-exempt students with a complete educational plan to 100% by 2021-22.

- **Objective 1.1.4:** Increase the percent of students who have completed their educational plan to 50% by 2019- 2020 as measured by data collected in Ellucian.

**ISSUES:** (1) No longer use Ellucian. (2) A clear and measurable definition for “completed their educational plan” was never developed for this objective.

**RECOMMENDATION:** Put this objective on hold pending development of a measurable definition of completion (working with campus counseling departments).

## Appendix: Development of Replacements and Revisions

**Objective 1.2:** Increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

- **Objective 1.2.1:** Increase the three-year math throughput rate from 21% to 30% by 2019-2020 as measured by the CCCCO Basic Skills Progress Tracker.

**ISSUE:** With implementation of AB 705, this objective can no longer be measured and is no longer meaningful.

**NEW OBJECTIVE 1.2.1:** Continue to increase the number of students who complete transfer-level mathematics in their first year.

**RATIONALE:** Ties in with AB 705 and is one of the Student Success Metrics. Note - No target established as AB 705 is only now fully implemented and its impact is yet to be determined.

- **Objective 1.2.2:** Increase the three-year English throughput rate from 33% to 42% by 2019-2020 as measured by the CCCCO Basic Skills Progress Tracker.

**ISSUE:** With implementation of AB 705, this objective can no longer be measured and is no longer meaningful.

**NEW OBJECTIVE 1.2.2:** Continue to increase the number of students who complete transfer-level English in their first year.

**RATIONALE:** Ties in with AB 705 and is one of the Student Success Metrics. Note - No target established as AB 705 is only now fully implemented and its impact is yet to be determined.

## Appendix: Development of Replacements and Revisions

**Objective 2.1:** Increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

- **Objective 2.1.1:** Increase the annual District-wide RFTES enrollment from 13,241 in 2012-2013 to 15,000 in 2019-2020 as measured by the RFTES generated by each College.

**ISSUE:** Target has already been met; should be revised and extended to 2021-22. With the new Student Success Funding Formula, FTES is now measured on a three-year average and growth is not always available in certain years.

**REVISED OBJECTIVE 2.1.1:** Maximize the annual districtwide resident FTES (RFTES) as stated in the multi-year forecast through 2021-22.

- **Objective 2.1.2:** Increase the percent of community college students by the SBCCD (i.e., market share) to 74% by 2019-2020 as measured by community college enrollments by zip code.

**ISSUE:** The existing target of 74% was computed back in 2011-12. If instead we use SBCCD's market share for the past five years and add one standard deviation above the mean, we get a new target of 66%.

**REVISED OBJECTIVE 2.1.2:** Increase the percent of community college students by the SBCCD (i.e., market share) to 66% by 2021-2022 as measured by community college enrollments by zip code.

## Appendix: Development of Replacements and Revisions

**Objective 2.2:** Provide transfer, career and technical, and developmental education access to meet student needs.

- **Objective 2.2.1:** Increase the transfer course FTES generated in an academic year from 9,317 in 2012-2013 to 10,545 in 2019-2020 as measured by the total FTES generated by each College.

**ISSUE:** Target has already been met. FTES should no longer be the focus on targets with the new Student Centered Funding Formula (SCFF).

**NEW OBJECTIVE 2.2.1:** Increase the number of Chancellor's Office Approved Credit Certificates awarded from 2016-17 to 2021-22 by 15%.

**RATIONALE:** New objective that ties directly to the SCFF. Target of 15% is two standard deviations above the four-year mean.

- **Objective 2.2.2:** Increase the CTE course FTES generated in an academic year from 3,728 in 2012-2013 to 4,219 in 2019-2020 as measured by the total FTES generated by each College.

**ISSUE:** Target has already been met. FTES should no longer be the focus on targets with the new Student Centered Funding Formula (SCFF).

**NEW OBJECTIVE 2.2.2:** Increase the number of students who complete 9 or more CTE units from 2016-17 to 2021-2022 by 20%.

**RATIONALE:** New objective that ties directly to the SCFF. Target of 20% is two standard deviations above the four-year mean.

- **Objective 2.2.3:** Increase the developmental course FTES generated in an academic year from 2,146 in 2012-2013 to 2,429 in 2019-2020 as measured by the total FTES generated by each College.

**ISSUE:** With implementation of AB 705, we should see a decrease in developmental FTES and an increase in transfer FTES.

**RECOMMENDATION:** Objective 2.2.3 should be cut as increasing developmental FTES should not be a district target given the implementation of AB 705.

## **Staffing Processes – DRAFT**

### District

Manager (New) – District Program Review  
Manager (Replacement) – Personnel Requisition Form  
Staff (New) – District Program Review  
Staff (Replacement) – Personnel Requisition Form

### CHC

Faculty (New) – Program Review  
Faculty (Replacement) –  
Manager (New) – Program Review  
Manager (Replacement) –  
Staff (New) – Program Review  
Staff (Replacement) –

### SBVC

Faculty (New) – Program Review  
Faculty (Replacement) – Faculty Replacement Rubric  
Manager (New) – Program Review  
Manager (Replacement) –  
Staff (New) – Program Review  
Staff (Replacement) –