Planning Committee
Supporting Documents
October 17, 2014

Contents:

- Administrative Services 2015–2016 Priorities (Agenda Item 6.2)
- Instructional Area 2015–2016 Priorities (Agenda Item 6.2)
- President’s Area 2015–2016 Priorities (Agenda Item 6.2)
- Student Services 2015–2016 Priorities (Agenda Item 6.2)
- Template for Committee Structure (Agenda Item 6.3)

To advance directly to item(s) of interest, click on the embedded link(s) above.
Administrative Services Area Council

2015-16 Planning Priorities

**Goal 1: Improve Student Success**

*Objectives:*

a. Facilitate a seamless progression of students from the moment of first contact to goal achievement
   - Priority 1. Evaluate and implement improvements for a streamlined online registration process and online payment plan application.
   - Priority 2. Establish short-term parking adjacent to Welcome Center for potential students.
   - Priority 3. Evaluate and modify directional signage for roadways for ease of potential students wayfinding as needed.

b. Enhance availability and use of technology to support student learning and achievement
   - Priority 4. In response to the Educational Master Plan, implement a comprehensive technology plan that is supported through Measure E funding.

c. Promote academic excellence and evaluate delivery of instruction and services to ensure that they address student needs
   - Priority 5. Leverage and expand faculty usage of the Learning Management System (Blackboard) to promote effective, low cost educational materials for all students.

**Goal 2: Promote a Culture of Connectedness & Inclusivity**

*Objectives:*

a. Enhance internal communication and collaboration throughout the campus community
   - Priority 6. Expand and improve web content of Administrative Services departments

b. Foster a culture of participatory governance
   - Priority 7. Reinstate Technology Committee
   - Priority 8. Reinforce and clarify role of Facilities Committee
   - Priority 9. Monthly meetings for all shared governance groups supported by Administrative Services: Facilities Committee, Technology Committee, and Budget Committee

**Goal 3: Strengthen Institutional Effectiveness**

*Objectives:*

a. Increase capacity for and practice data-informed decision-making
   - Priority 10. Revise and fully implement financial ratio reporting structure as delineated in *The Way Forward*
   - Priority 11. Utilize APPA data to establish facilities benchmarks

b. Promote a culture of continuous improvement, review, and accountability
   - Priority 12. Revisit and revise IT service level agreements and ensure communicate expectation of service for all open tickets
c. Provide professional development opportunities that support and enhance the effectiveness of college employees
   Priority 13. Establish staff training plans and support attendance to relevant professional development opportunities

g. Develop and use technology to increase efficiencies and institutional effectiveness
   Priority 14. Expand online workflow capabilities across all areas to eliminate paper processing and support electronic authorization

**Goal 4: Integrate Planning, Budgeting, & Decision-Making**

**Objectives:**

a. Increase efficiency and linkage in the planning and budget allocation process
   Priority 15. Complete evaluation and implement online budget development and monitoring system
Instructional Area Priorities

1. Student Success and Completion
2. Enrollment Management (Marketing and Outreach)
3. Professional Development
4. Partnerships (K-16 pathways)
5. Technology and Instructional Equipment
6. Staffing
TO: Planning Committee
From: Ron Kraft, President
On behalf of the President’s Area Council
Re: 2015/2016 President’s Area Institutional Planning Priority Recommendation

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**Purpose:**
To memorialize the President’s Area Council’s activities and recommendations for Planning Priority development for fiscal year 2015/2016.

**Membership:**
The President’s Area Council is comprised of department heads from the following units/departments:

- President’s Office
- Human Resources – Laura Ecklin, Dean
- Office of Institutional Advancement – Lissa Gibbs, Director
- Research Planning & Institutional Effectiveness – Robyn Wornall Ph.D., Dean
- District Auxiliary Services/Economic Workforce Development – Beth Pratt, Dean

**2015/2016 Planning Priority Recommendation:**
The President’s Area Council recommends the following for consideration in the college’s 2015/2016 Planning Priorities:

1. Improve Efficiency, particularly in the areas of systems, procedures, compliance, and decision making (3.a, 3.b, 3.f, 4.c)
2. Improve Communications throughout the campus and community, particularly to increase efficiencies. (3.a, 3.d, 4.c)
3. Develop and use technology to increase efficiencies and institutional effectiveness (1.c, 3.a, 3.e, 3.f, 3.g)

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1 Economic Workforce Development/District Auxiliary Services (Beth Pratt, Dean) transitioned into the President’s Area in 2014/2015 and will participate in the 2015/2016 President’s Area planning and budget development cycle. For the 2014/2015 cycle, EWD/DAS participated as a member of the Instructional Area
**Background:**
The Planning Committee and administration have been engaged in a detailed examination of planning and budget development policies and procedures over the past three years. New policies related to Institutional Planning and budget development were adopted in January of 2014 and the previously effective policy (D1150 – *Planning & Budget Process*) was repealed.

Board policy D1150 - *Planning & Budget Process* included significant process/procedure related language and that language continues to advise the Planning and Budget Committees while new administrative regulations (procedures that impact more than one department) are developed by each committee. The new procedures will be included in a developing “Decision Making Guide” which is scheduled to be finalized in Spring 2015.

**Process:**
For the 2015/2016 Planning and Budget Development cycle, the council met in August and September to establish an Area Plan (attached) based on the 2014-2019 Institutional Strategic Plan and Program Evaluation Planning reports. The Planning Committee will review each of the four area council’s area plans and other information on October 17, 2014 before finalizing the 2015/2016 Planning Priorities for recommendation to the Superintendent/President.


**Next Steps – Planning & Budget Development:**
Council members will develop 2015/2016 Unit Plans this fall that will be reviewed and discussed. Discussion and review of Unit Plans, including Schedule A [P&R] and associated rubric will support development of a list of resource dependent area priorities for consideration in the NVC budget. That list will be forwarded to Cabinet for review and consolidation with other area requests.

Operational expenses, not associated with a planning goals and initiatives but expected and necessarily included in the college budget will also be identified for inclusion in the tentative budget. For example, last year, these included such expense items as the long standing underfunding of advertising expenses in Human Resources for employee recruitment.
2014/2015 AREA PLAN: President’s Area

Description
The President’s Area is composed of Human Resources, Institutional Advancement, Research Planning & Institutional Effectiveness, and the President’s Office. The area is led by the President’s Area Council that is comprised Laura Ecklin, Dean of Human Resources, Lissa Gibbs, Director/Executive Director of the Office of Institutional Advancement and Napa Valley College Foundation, Robyn Womall, Director of Institutional Research, and Ronald Kraft, Superintendent/President.

Background
The President’s Area is one of four areas that, through their councils, establish goals, objectives, strategic initiatives, and measures to inform institutional planning and initiate discussion of future unit level plans. This Area Plan was developed in Oct/Nov of 2013 during the development cycle of the 2014/15-2019/20 Strategic Plan and final year of the 2011/12 – 2013/14 Strategic Plan.

Area Goals
Under the guidance of the college Mission, the following goals were identified as priorities for the President’s Area:

- Student Success & Institutional Effectiveness
- Internal and External Communication
- Advancement and Development
- Informed Data Driven Decision Making

Area Objectives
The following Objectives correspond to Area Goals:

- Support integrated planning through developing long range/master plans such as the Educational Master Plan, Facilities Master Plan, Human Resources Plan, etc.
- Maximize college assets
- Improve institutional communication
- Optimize organizational structure
2015/2016 AREA PLAN: STUDENT SERVICES AREA

Description
The Student Services Area is composed of Admissions & Records, Career & Transfer Center, College Police, Counseling, Financial Aid/EOPS/CARE/CaWORKs/Veterans, Educational Talent Search, Health Services Center, HSI-STEM, Office of Student Services, Student Life/ASNVC, Student Support Services and the Welcome Center. The area is led by the Student Services Council that is comprised of Jessica Millikan, Associate Dean of A&R, Jose Hurtado, Coordinator of Career/Transfer Center, Ken Amold, Chief of Police, Oscar De Haro, Interim Division Chair of Counseling, Ramon Salceda, Director of Educational Talent Search, Patti Morgan, Dean of FA/EOPS/CARE/CaWORKs/Veterans, Charlene Reilly, Margaret Mackey, Interim Director of Health Services Center, Jose Hernandez, Assistant Dean of HSI-STEM/MESA, Oscar De Haro, Vice President for Student Services, Ben Quenada, Coordinator of Student Life/ASNVC, Howard Willis, Director of Student Support Services and Jolie SanClair, Welcome Center Specialist.

Background
The Student Services Area is one of four areas that, through their respective units/programs establish goals, objectives, strategic initiatives, and measures to inform institutional planning and initiate discussion of future unit level plans. This Area Plan was developed in the October 10, 2014, Student Services Council meeting during the implementation cycle of the 2014/15 - 2019/20 Strategic Plan.

Area Goals
Under the guidance of the college Mission, the following goals were identified as priorities for the Student Services Area:

- Student Success
  - Technological support (equipment and training)
  - Human Resources

Area Objectives
The following Objectives correspond to Area Goals:

- **Goal 1: Improve Student Success:**
  - Obj. #1: Ensure compliance and vitality of the SSSP/Student Equity Plan and other SS Initiatives

- **Goal 3: Strengthened Institutional effectiveness:**
  - Obj. #1: Restore/increase staffing to adequate levels in departments/units with documented needs
  - Obj. #2: Provide appropriate technology and training to increase efficiencies and institutional effectiveness (such as improvements to data imaging technology)
NVC is in the process of developing a Decision-Making Guide describing integrated planning and governance practices. A portion of the Decision-Making Guide is devoted to campus committees, where each committee will be identified and described in terms of its responsibility, regular activities, membership, etc. In order to compile this information, we are calling upon campus committees to complete the exercise described below and submit the results to the Office of Research, Planning and Institutional Effectiveness (RPIE). This exercise should be completed and submitted to RPIE by Friday, November 21, 2014 so that it can be incorporated into the first draft of the Decision-Making Guide. Additional information is provided below.

Each committee should complete both rows of the table below. The first row, labelled “Current Practice (What ‘Is’)” should describe the committee structure and responsibilities as they currently exist. Across the first row of the table, the committee should:

- List its name (column labelled “Committee”);
- Identify the type of committee it is (column labelled “Governance Type”) – possibilities include Academic Senate, Shared Governance, District, Administrative, Ad Hoc, and Task Force/Team;
- Identify the responsibilities assigned to the committee, as well as the source document that designates those responsibilities – responsibilities should identify the role the committee plays in decision-making relative to each responsibility (e.g., recommending authority, approval, final decision; if recommending authority, identify the group/body that makes the final decision); possible source documents include Board Policies, Academic Senate Constitution/Bylaws, and any other documents outlining the formation of the committee;
- Identify the regular activities that the committee conducts, including annual activities and any others that occur on a regular cycle;
- Identify data that the committee receives and reviews each year, as well as the accreditation standards related to the committee’s charge; and
- Identify the membership of the committee in general terms – not the names of individuals, but the general description of the membership (e.g., 5 representatives of the Academic Senate, the Vice President of Instruction, the Faculty SLO Assessment Coordinator).
The second row of the table should be used to highlight areas for improvement – particularly related to responsibilities, regular activities, data, accreditation standards, and membership.

The following resources are available to help NVC committees complete this assignment:

An example of a table completed by Orange Coast College (including responsibilities and “annual agenda guidelines” for each committee) is available here (beginning on page 24):


As you complete this exercise, please identify data that pertains to the committee’s charge that would help inform discussion among the committee or help monitor progress related to committee goals. Examples might be: Inclusivity Committee – annual data monitoring measures of Student Equity; Distance Education Committee – annual data reporting enrollments, headcount, retention, successful course completion, and degree attainment among participants in online courses (comparison of retention and successful course completion rates between online and in-person equivalents offered each year).

The 2014 Accreditation Standards should be reviewed to identify Standards that relate to the responsibilities of the committee. The 2014 Standards are posted on the ACCJC website:

An example of a completed table pertaining to the NVC Planning Committee is provided below.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Governance Type</th>
<th>Responsibilities (Source Document)</th>
<th>Regular Activities (Annual &amp; Other)</th>
<th>Data &amp; Accreditation Standards</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Practice (What “Is”)</td>
<td></td>
<td></td>
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<tr>
<td>Improvements (What “Should Be”)</td>
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</tr>
<tr>
<td>Committee</td>
<td>Governance Type</td>
<td>Responsibilities (Source Document)</td>
<td>Regular Activities (Annual &amp; Other)</td>
<td>Data &amp; Accreditation Standards</td>
<td>Membership</td>
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<tr>
<td>Planning Committee</td>
<td>Shared/Participatory Governance</td>
<td>Source Document: Board Policy D 1150 (replaced by BP 3250: Institutional Planning, approved by Board of Trustees, Spring 2014)</td>
<td>Annual:</td>
<td>Data Reviewed Annually:</td>
<td>8 faculty &amp; 8 non-faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Review, revise, and recommend vision and mission statements (final recommendation by President; final approval lies with the Board of Trustees)</td>
<td>o Recommend annual planning priorities</td>
<td>o Data aligned with mission</td>
<td>Faculty:</td>
</tr>
<tr>
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<td>o Develop and recommend strategic institutional plans and annual institutional goals and objectives (final recommendation by President; final approval lies with the Board of Trustees)</td>
<td>o Establish annual planning priorities</td>
<td>o Measures of institutional effectiveness</td>
<td>7 faculty appointed by Academic Senate (including faculty co-chair)</td>
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<td></td>
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<td>o Review college plans and the results of PEP</td>
<td>o Establish with the Budget Committee annual timelines</td>
<td>Accreditation Standards:</td>
<td>1 SLO Assessment Coordinator (non-voting)</td>
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<td>o Endorse all college plans for consistency with Planning and Budget Philosophy</td>
<td>o Review annual progress report on strategic plan</td>
<td>o Standard I.A: Mission</td>
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<td>o Coordinate and integrate college plans designated by the Planning Committee and establish priorities consistent with the college’s vision and mission statements</td>
<td>Other:</td>
<td>o Standard I.B: Academic Quality and Institutional Effectiveness</td>
<td>Non-Faculty:</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>o Coordinate review and revision of mission statement</td>
<td></td>
<td>3 representatives appointed by Senates (Administrative, ASNVC, Classified)</td>
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<td>o Develop and revise strategic institutional plan</td>
<td></td>
<td>4 administrators by virtue of their role: VPI, VPSS, Director of Facilities, Dean of RPIE (co-chair, non-voting)</td>
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<td>o Conduct regular evaluation of planning process</td>
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<td>1 Director of Institutional Research (current interpretation: representative from RPIE; non-voting)</td>
</tr>
</tbody>
</table>

Planning Committee

“SHOULD” MAP

| [Develop ARs associated with BP 3250] | [Conduct regular review of NVC’s performance vis-à-vis Accreditation Standards I.A & I.B] | [Incorporate membership into ARs or other planning document, update to reflect current organizational structure] |