Districtwide Institutional Effectiveness Committee (DIEC)

8/23/2018, 10:00 a.m., Board Room – Meeting Agenda

I. Call to Order

II. Introductions and 2018-19 Membership

III. Review of May 24 Minutes

IV. Chancellor's Goals and Objectives

V. 2017-2022 District Strategic Plan Objectives with Targets Discussion
   a. Need to Extend Targets?
   b. Need to Revise or Replace Some Objectives?
   c. SEP Challenges

VI. Future Agenda Items

VII. Next Meeting: Sept. 27, 2018 at 10am

VIII. Adjournment

Institutional Effectiveness Committee Meeting

SBCCD Board Room - 114 S. Del Rosa Dr., San Bernardino CA

Meeting Minutes – May 24, 2018, 10:00 A.M.

I. Welcome & Introductions	Present: Jeremiah Gilbert, Donna Hoffman, Giovanni Sosa, Artour Aslanian, Jim Xiang, Christopher Crew, Celia Huston, Rebeccah Warren-Marlatt, Christie Gabriel, Heather Ford (recorder)
	J. Gilbert called the meeting to order at 10:09 a.m.
II. Approval of Minutes	The Committee reviewed the minutes from 02/02/2018. Minutes were approved with no changes.
III. Current Topics	**1. KPI Dashboard Update**
	J. Gilbert reviewed the KPI Dashboard Indicators. There are funding formulas that could be modified going forward. There were questions regarding KPI Indicator 2.6- participation rate in service area (all community college students that are enrolled in SBVC or CHC). J. Gilbert reported the Chancellor would like to have data based on our service area related to high school student's participation. Indicators 2.3 and 2.4 were discussed regarding potential growth to represent Pell and BOG grant recipient's success. J. Gilbert presented the online version of the KPI Dashboard which is currently live on the SBCCD website. The PDF links will be updated annually with new data. The comparison is data driven. J. Gilbert reported once there is enough data collected, the researchers will be able to identify targets. J. Gilbert stated this is a work in progress, the next phase is to include 2016-17 data.
	2. District Program Review Plan 2018 - 2022 Overview
	J. Gilbert explained the program review process from past years. Going forward, the Campus Needs Assessment will be done first then reviewed at the District level. J. Gilbert reported the bulk of the program review process will take place May – September. J. Gilbert reviewed the program review process regarding the 4-year and 2-year self-evaluations and the rotation of the programs. The focus of the self-evaluation is to complete an analyzation and decide where the analyzation fits strategically into the program plan. J. Gilbert has uploaded those templates on the SBCCD website, as well as other helpful links, forms, documents, and resources.
	3. District Collegial Consultation Committee Organization
	J. Gilbert was tasked by the District Assembly to create an organizational chart of the SBCCD Collegial Consultant Committee Organization. J. Gilbert will be working with Jason Brady (TESS/Website) to archive previously created organizational charts that are not currently active, as well as add the newly created organizational chart to SBCCD's website. R. Warren-Marlatt recommended including District Benefits Committee, District Safety Committee, and EEO

Committee as reporting to the Executive Vice Chancellor and the HSI Committee as advisory to the Chancellor.

4. District Support Services Strategic Plan Recommendation and Direction.

J. Gilbert reviewed the strategic plan. He is seeking assistance and guidance from the Chancellor's Cabinet. J. Gilbert will be making updates and reaching out to specific staff over the summer for input regarding scorecard metrics and targets that are defined.

5. District Employee Climate Survey Results (Summary Report)

J. Gilbert reported there are three versions of the report that were created. One to the Chancellor without any redaction. Version two is a full report with the employee name and title redacted which is available on the SBCCD website. The third version is an overall highlight summary report (redacted). J. Gilbert reported the reoccurring theme is to improve internal communications. Specifically, regarding policies and changes, as well as communication from the District Office to the campus' needs to be heavily improved. J. Gilbert mentioned it was his understanding that internal communications are not the District Director of Marketing, Public Relations, and Governmental Affairs responsibility. The committee discussed creating a follow up survey focused on internal marketing. Example questions: How would you like the District to communication with you? How often do you read Chancellor's Chat?

The committee suggested this follow up survey be conducted immediately to send a message that the District heard their survey results and we plan to find a remedy swiftly.

J. Gilbert will conduct a District Employee Climate Survey annually.

Based on Google Analytics, people are not visiting the District website.

J. Gilbert's focus over the summer will be the program review and strategic plan. In the fall the committee will begin to strategize regarding accreditation.

IV. Follow Ups

1. J. Gilbert collaborating with J. Brady regarding archiving previous org charts and updating with the new org chart on the District website.
2. J. Gilbert collaborating with the Chancellor's Cabinet, and researchers to update the District Support Services Strategic Plan and Program Review process.
3. Follow up on internal communications follow up survey.

V. Adjournment

Next Meeting: August 23, 2018, 10:00 a.m. SBCCD Board Room
Meeting adjourned at 11:14 a.m.

Districtwide Institutional Effectiveness Committee (DIEC)
2018-19 Membership

- **Executive Director of Research, Planning, and Institutional Effectiveness** (chair)
  - Jeremiah Gilbert (interim)
- **Chancellor**
  - Bruce Baron
- ~~Vice Chancellor of Fiscal Services and Human Resources~~ **Executive Vice Chancellor**
  - Jose Torres
- ~~Associate Vice Chancellor EDCT~~ **Vice Chancellor of Workforce Development**
  - Richard Galope
- **Presidents from both colleges**
  - Audre Levy (CHC) and Diana Rodriguez (SBVC)
- **Institutional Effectiveness, Research, and Planning expert from each college**
  - Giovanni Sosa (CHC) and James Smith (SBVC)
- **Academic Senate Presidents or designee(s)**
  - Mark McConnell (CHC) and Celia Huston (SBVC)
- **One Classified Senate representative from each college**
  - Jonathan Townsend (CHC) and VACANT (SBVC)
- **Two CSEA representatives**
  - VACANT (2)
- **One CTA representative**
  - Craig Luke
- **One student representative from each college**
  - VACANT (CHC and SBVC)
- **Public Information Officer from each college and district**
  - Donna Hoffmann (CHC), Angel Rodriguez (SBCCD), and Paul Bratulin (SBVC)
- **Accreditation Liaison Officer from each college**
  - Keith Wurtz (CHC) and Terri Long (SBVC)
- **Accreditation Committee chair from each college**
  - Rebeccah Warren-Marlatt (CHC) and VACANT (SBVC)

Chancellor's Goals and Objectives
Mapped to 2017–2022 Districtwide Support Services Strategic Plan Goals and Objectives

Chancellor's Goal 1: INCREASE STUDENT ACCESS, EQUITY AND SUCCESS

District Strategic Goal 1: STUDENT SUCCESS
District Strategic Goal 2: ENROLLMENT AND ACCESS

Chancellor's Objectives
- Increase enrollment. **(DSSSP Objective 2.1)**
  - 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. **(DSSSP Objective 2.1.1)**
  - 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. **(DSSSP Objective 2.1.2)**
- Provide transfer, career and technical, and developmental education access to meet student needs in credit, noncredit, and not-for-credit programs. **(DSSSP Objective 2.2)**
  - Increase the transfer course FTES generated in an academic year from 9,317 to 10,600 by 2020-2021. **(DSSSP Objective 2.2.1)**
  - Increase CTE course FTES generated in an academic year from 3,728 to 4,300 in 2020-2021. **(DSSSP Objective 2.2.2)**
  - Increase the developmental course FTES generated in an academic year from 2,146 to 2,400 in 2020-2021. **(DSSSP Objective 2.2.3)**
- Enhance the public image of SBCCD. **(DSSSP Objective 2.3)**
- Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options. **(DSSSP Objective 2.4)**
- Continue to diversify the District's student and employee populations to be reflective of the community. **(DSSSP Objective 2.5)**
- Increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender. **(DSSSP Objective 1.1)**
  - Increase the graduation rate from 16% to 20% by 2019-2020 as measured by the Student Success Scorecard. **(DSSSP Objective 1.1.1)**
  - Increase the transfer rate from 32% to 39% by 2019-2020 as measured by the Student Success Scorecard. **(DSSSP Objective 1.1.2)**
  - Increase the percentage of students with a complete education plan to 100% by 2019-2020 as measured by data collected in Hobsons. **(DSSSP Objective 1.1.3)**
  - Increase the percentage of students who have completed their educational plan to 50% by 2019-2020 as measured by data collected in Hobsons. **(DSSSP Objective 1.1.4)**
- Increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses. **(DSSSP Objective 1.2)**
  - Increase the three-year throughput rate of students who first enroll in math developmental courses from 21% to 30% by 2019-2020, as measured by the CCCCO Basic Skills Progress Tracker. **(DSSSP Objective 1.2.1)**

- Increase the three-year throughput rate of students who first enroll in English developmental courses from 33% to 42% by 2019-2020, as measured by the CCCCO Basic Skills Progress Tracker. **(DSSSP Objective 1.2.2)**

District Strategic Goal 1: STUDENT SUCCESS
Provide the programs and services necessary to enable all students to achieve their educational and career goals.

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

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

District Strategic Goal 2: ENROLLMENT AND ACCESS
Increase access to higher education for populations in our region.

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

Objective 2.3
Enhance the public image of the San Bernardino Community College District.

Objective 2.4
Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options.

Objective 2.5
Continue to diversify the District's student and employee populations to be reflective of the community.

Chancellor's Goal 2: CONTINUE THE ALIGNMENT OF EDCT AND KVCR WITH THE COLLEGES AND DISTRICT

District Strategic Goal 3: PARTNERSHIPS OF STRATEGIC IMPORTANCE

Chancellor's Objectives
- Integrate EDCT and KVCR services with campus instructional and administrative operations.
- Build out Inland Empire Media Academy as one unit with both colleges and District Support Services cooperation.
- Integrate KVCR into the economic development engine of the District and partner with external agencies to benefit from the power of KVCR to generate jobs, educational and career opportunities, and revenue.

District Strategic Goal 3: PARTNERSHIPS OF STRATEGIC IMPORTANCE
Invest in strategic relationships and collaborate with partners in higher education, Pre-K-12 education, business and workforce development, government, and other community organizations.

>**Objective 3.1**
>Enhance existing and secure new higher education partnerships to improve student transfer rates.
>
>**Objective 3.2**
>Enhance existing and secure new Pre-K-12 partnerships to improve student pathways; increase awareness of SBVC and CHC as viable options for higher education; and enhance the image of the San Bernardino Community College District.
>
>**Objective 3.3**
>Enhance existing and secure new business and workforce development partnerships for student internship opportunities, student pathways, incumbent worker training, and to enhance career and technical education course curriculum.
>
>**Objective 3.4**
>Enhance existing and secure new government and community partnerships to increase funding for improving student success and increasing student access.

Chancellor's Goal 3: CONTINUOUSLY IMPROVE PLANNING, FISCAL, ADMINISTRATIVE AND OPERATIONAL SYSTEMS FOR EFFICIENCY AND EFFECTIVENESS

District Strategic Goal 4: DISTRICT OPERATIONAL SYSTEMS

Chancellor's Objective
- Improve District systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems. **(DSSSP Objective 4.1)**

District Strategic Goal 4: DISTRICT OPERATIONAL SYSTEMS
Improve District systems to increase administrative and operational efficiency and effectiveness.

Objective 4.1
Improve District systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.

2017-2022 District Strategic Plan Objectives with Targets

SBCCD Goal 1: Student Success - Provide the programs and services necessary to enable all students to achieve their educational and career goals.

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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Graduation rate (i.e., earned a degree or certificate) set by calculating 22% increase from the 2012-13 baseline rate of 16.2% (.22 * .162 = .0356, so 16.2% + 3.56% = 19.86% rounded up to 20.0%).
16.2%	20.4%	20.0%	

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

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Transfer rate (i.e., transfer or transfer prepared) set by identifying the transfer rate for the entire State (39.4%).
24%	34.6%	39%	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Target for the "% with Complete SEP" set based on the Student Success Act expectations.
Unavailable	77.6%	100%	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Target for SEP Completion rate based, in part, on targets identified for the graduation and transfer rates. **Metric needs a definition.**
Unavailable	Unknown	50%	

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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Math Developmental Education 3-Year Improvement Rate target set by calculating a 22% increase in the improvement rate from the baseline year rate of 20.4% (.22 * .204 = .0448).
21%	25.7%	30%	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: English Developmental Education 3-Year Improvement Rate target developed by calculating a substantial increase (i.e., Effect Size of .20) using the most recent cohort year as the baseline and rounding to the nearest 10.
33%	32.8%	42%	

SBCCD Goal 2: Enrollment and Access - Increase access to higher education for populations in our region.

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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: The RFTES reported is the credit Resident FTES reported in the 320 report for the District. Target set by calculating a 2% increase in the funded RFTES from 2012-2013 to 2016-2017 (4 years) and a 1.5% increase from 2017-2018 to 2019-2020 (3 years).
13,241	14,625	15,000	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: The average market share by contiguous community colleges is 74%, which was used to set the target.
Unknown	62%	74%	

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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Transfer courses include any course transferable to a four-year university. Target was set by calculating a 2% growth increase in FTES from 2012-2013 to 2016-2017 (4 years) and a 1.5% increase from 2017-2018 to 2019-2020 (3 years).
9,317	10,976	10,545	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: CTE courses include any course that is advanced occupational, occupational, or possibly occupational as identified by the SAM code B, C, or D, respectively. Target was set by calculating a 2% growth increase in FTES from 2012-2013 to 2016-2017 (4 years) and a 1.5% increase from 2017-2018 to 2019-2020 (3 years).
3,728	3,907	4,219	

- **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.

2012-13 Baseline	2016-17 Total	2019-20 Target	Target Calculation: Developmental courses include all math, English, reading, and ESL courses that are not transferable. Target was set by calculating a 2% growth increase in FTES from 2012-2013 to 2016-2017 (4 years) and a 1.5% increase from 2017-2018 to 2019-2020 (3 years).
2,146	2,597	2,429	

Potential Alternative to Objectives 1.2.1 and 1.2.2

STUDENT SUCCESS SCORECARD METRIC: TRANSFER LEVEL MATH AND ENGLISH ACHIEVEMENT RATE

Definition: The percentage of first-time students who achieve transfer level math or English in their first or second year.

Student Success Scorecard Data: SBCCD

	English		Math	
Cohort Year	**1st year**	**2nd year**	**1st year**	**2nd year**
2015-16	24.8%	41.4%	13.0%	23.8%
2014-15	21.5%	39.2%	12.6%	24.8%
2013-14	21.1%	37.7%	10.9%	23.7%
2012-13	21.2%	36.8%	9.3%	23.6%

Source: https://datamart.cccco.edu/Outcomes/Student_Success_Scorecard.aspx

Rationale:
1. Takes into account AB705, changes in math and English pathways, and changes in assessment/placement.
2. New funding formula focuses on student success and includes "Completion of Transfer-Level Mathematics and English."

Proposed Definition: Confine SEP completion to (1) students with a SEP on file and (2) students with an Education Goal (ED Goal) of graduation or transfer (use transfer ready as we have no reliable way of tracking which students transfer). Then SEP completion equals the number of active students with an SEP on file each academic year of interest that accomplished their ED Goal of graduation or transfer.

Definition of SEP: A student that has met with a counselor to plan at least one course

ED Goal Categories: (1) BA Degree after Associates **(2)** BA degree w/o Associates **(3)** Associates Degree w/o transfer **(4)** Vocational Associates w/o transfer **(5)** Vocational Certificate w/o transfer

Method Description:

1. Follow cohorts of students across 4 years
2. Calculate how many complete their SEP (i.e., graduate or become transfer ready) by the end of the 4-year period.

Table 1: Cohort and SEP Assessment Years

Cohort Year	SEP Completion Assessment Year
2011-2012	2014-2015
2012-2013	2015-2016
2013-2014	2016-2017
2014-2015	2017-2018

Table 2: Breakdown of SEP Completion Percentage

	2014-2015	2015-2016	2016-2017	2017-2018
Cohort Size	408	963	2,426	1,491
Total Graduates	164	364	805	291
Total Transfer Ready	22	72	221	114
Total SEP Completers	**186**	**436**	**1,026**	**405**
% SEP Completers	**45.59%**	**45.28%**	**42.29%**	**27.16%**