



## **Institutional Effectiveness Advisory Committee (IEAC)**

Meeting Agenda and Packet - February 24, 2022 at 10:00 a.m. Via Zoom:  
<https://cccconfer.zoom.us/j/91201139260>

- I. **CALL TO ORDER** (*Christopher Crew*)
- II. **ROLL CALL AND QUORUM CONFIRMATION** (*Heather Ford*)
- III. **APPROVAL OF MINUTES 01-27-2022**
- IV. **SELECTION OF CLASSIFIED QUAD-CHAIR** (*Christopher Crew*)
- V. **INSTITUTIONAL EFFECTIVENESS/ED MASTER PLAN UPDATES**
  - A. **SBVC - Celia Huston/Joanna Oxendine**
  - B. **CHC - Keith Wurtz/Gio Sosa**
- VI. **PRIORITIZING TOPICS** (*Celia Huston*)
- VII. **CRM SOFTWARE PURCHASE TIMELINE** (*Luke Bixler*)
- VIII. **OTHER ITEMS** (*Christopher Crew*)
  - A. DSO Program Review Resource Requests (information item)
  - B. Reporting the Summary of Discussion/Actions from Meetings
- IX. **NEXT MEETING** (*Christopher Crew*)
  - A. Thursday, March 24, 2022, at 10:00 a.m.  
Via Zoom: <https://cccconfer.zoom.us/j/91201139260>
- X. **ADJOURNMENT** (*Christopher Crew*)

### **SBCCD Mission:**

The San Bernardino Community College District (SBCCD) transforms lives through the education and training of students for the benefit and enrichment of our diverse communities.

### **IEAC Charge:**

The Institutional Effectiveness Advisory Committee (IEAC) aids in the district-wide integration of institutional planning, resource allocation, program review, and the technology strategic plan. We support student success by: -Supporting the colleges' Institutional Effectiveness processes. - Supporting the accreditation processes at the colleges and ensuring that the related accreditation district entities (e.g., HR, Business Services, TESS) are meeting accreditation requirements. -Providing program review support by reviewing program assessment results in light of District Support Operations (DSO) strategic goals to recommend institutional priorities for inclusion into integrated planning and resource allocation. - Ensuring that the colleges Educational Master Plans inform the development of the DSO Strategic Plan. -Developing and monitoring implementation of the DSO Strategic Plan -Ensuring the development of mechanisms to assess progress on major district plans (i.e., HR and TESS) and providing an annual report that can be used in the formulation of recommendations to Chancellor's Council. - Facilitating communications and resource-sharing across District and Colleges in order to better meet institutional research and planning needs. -Developing mechanisms (e.g., self-surveys and rubrics) to assess effectiveness of district-level committees and make recommendations to Chancellor's Council. -Participating in deliberations related to the development of the annual academic calendar.



## INSTITUTIONAL EFFECTIVENESS ADVISORY COMMITTEE

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Meeting Minutes – January 27, 2022, 10:00 a.m.

Via Zoom: <https://cccconfer.zoom.us/j/91201139260>

### I. Call to Order

C. Crew called the meeting to order at 10:04 a.m.

### II. Roll Call and Quorum

H. Ford conducted roll call, and determined quorum was met.

### III. Action Agenda

A. Approval of Minutes 11-03-2021

1. D. Burns Peters moved to approve the minutes from 11-03-2021. A. Aslanian seconded the motion.

AYES: Unanimous present

NOES: None

ABSENT: Humble, Mello, Feist, Harris, Hinrichs, Del Rosario

ABSTENTIONS: None

B. Reorganize DSO Program Review Subcommittee

1. R. Hamdy moved to approve the recommendation to support renaming District Services Planning and Program Review Subcommittee to District Support Operations Planning and Program Review Subcommittee. H. Ford seconded the motion.

AYES: Unanimous present

NOES: None

ABSENT: Humble, Mello, Feist, Harris, Hinrichs, Del Rosario

ABSTENTIONS: None

### VI. Institutional Effectiveness Updates

A. SBVC – Celia Huston/Joanna Oxendine

- a. C. Huston reported that ACCJC sent semester webinars, including distance education accreditation requirements. J. Oxendine complimented the growing partnerships with CHC, SBVC, and DSO in looking at data systems and platforms. Identified overlap, leveraging programs and platforms, etc.

B. CHC – Keith Wurtz/Gio Sosa

- a. K. Wurtz reported that the CHC accreditation committee is constantly reviewing QFE. The campus has adopted a four-point rubric for the outcomes assessment process and updated the cloud to include disaggregation of outcomes. CHC is applying for a Bachelor of Science in Respiratory of Care program.

### VI. Educational Master Plan Consultant Update

- A. Guest, Dr. Nicki Harrington, Lead Consultant at Collaborative Brain Trust (CBT), reported that CBT is working closely with the research offices to obtain and review data. Currently, the colleges' EMP committees are reviewing the college's mission, vision, and values. The next step is to form a list of

internal and external stakeholders for the consultants to meet with and hold listening sessions. Updates will be provided throughout the process.

Timeline:

- December 2021 – Kick-off meeting with DSO, CHC, and SBVC’s Research Departments. Consultants started data gathering.
- February 2, 2022 - Consultants will meet with Chancellor’s Cabinet to get a broader view.
- February 2022 - Consultants and colleges’ EMP committee’s kickoff meeting.
- Spring 2022 - Discovery Phase
- Spring/Summer 2022- Developing data profiles
- Fall 2022 – Goals and objectives outlined.
- October/November 2022 – Draft Educational Master Plans documents shared with campuses.
- December 2022 – Final Educational Master Plans to Board for final approval.

#### **VI. CRM Software Purchases and Single Sign-on**

L. Bixler reported the current process of using a centralized Customer Relations Management (CRM) software. Currently, SBCCD uses Starfish for student retention and is researching CRMs for student retention and the entire student life cycle. The DSO has allocated funds for implementing the CRM, assisting the integration of the student information system. One-time fixed cost for integration and training. There will be ongoing support needed in which TESS will address the ongoing cost. L. Bixler reported in the spring, TESS would explore each campus' needs, enrollment data capturing, and current usage by each campus. L. Bixler will report back with a timeline.

K. Wurtz reported the single-point application feasibility research is well underway, and he shared additional areas of need. D. Burns-Peters recommended reviewing the process and system the State uses as they have automated their student system.

#### **VIII. Next Meeting**

Thursday, February 24, 2022, at 10:00 a.m.

Via Zoom: <https://cccconfer.zoom.us/j/91201139260>

#### **IX. Adjournment**

The meeting adjourned at 11:30 a.m.

Final meeting minutes approved by IEAC \_\_\_\_\_, 2021

Heather Ford, Executive Assistant  
SBCCD, Office of the Chancellor  
Committee Support



## Institutional Effectiveness Advisory Committee (IEAC)

## Meeting Attendance Template

**QUORUM:** Definition of Quorum is established by Chancellor's Council. Committees cannot vote or make decisions unless they have met quorum, but in order to encourage participation, committee members can provide a designee or a proxy if they are not able to attend.

- yes 1) 50% + one of appointed voting members (not 50% of members plus vacancies).  
 yes 2) Two persons from each site (CHC, SBVC, DSO)  
 yes 3) Three of four constituent groups represented (faculty, classified, student, management)

	Representation	Member Name or Vacant	Site	Rep	Present or Absent?
1	Vice Chancellor Educational and Student Services, Chair	Vacant	DSO	MAN	Absent
2	District Director Research, Planning & Institutional Effectiveness, Chair	Christopher Crew	DSO	MAN	Present
3	Chief Technology Officer	Luke Bixler	DSO	MAN	Present
4	Dean of Institutional Effectiveness, Research, and Planning, CHC	Giovanna Sosa	CHC	MAN	Present
5	Dean of Institutional Effectiveness, Research, and Planning, SBVC	Joanna Oxendine	CHC	MAN	Present
6	Human Resources Representative (appointed by VC HR)	Joe Opris	DSO	MAN	Present
7	Faculty, CHC (appointed by Academic Senate President)	Jeff Schmidt	CHC	FAC	Present
8	Faculty, SBVC (appointed by Academic Senate President)	Davena Burns-Peters	SBVC	FAC	Present
9	Management, CHC (Accreditation Liaison Officer. appointed by college president)	Keith Wurtz	CHC	MAN	Present
10	Management, SBVC (Accreditation Liaison Officer. appointed by college president)	Dina Humble	SBVC	MAN	Absent
11	Accreditation Committee Chair, CHC	Keith Wurtz	CHC	MAN	Present
12	Accreditation Committee Chair, SBVC	Celia Huston	SBVC	MAN	Present
13	Classified, CHC (appointed by Classified Senate President)	Brandice Mello	CHC	CLA	Absent
14	Classified, SBVC (appointed by Classified Senate President)	John Feist	SBVC	CLA	Absent
15	Professional Development Coordinator or designee, CHC	Kashaunda Harris	CHC	MAN	Absent
16	Professional Development Coordinator or designee, SBVC	Rania Hamdy	SBVC	CLA	Present
17	Confidential Group (by position, EA Office of the Chancellor)	Heather Ford	DSO	MAN	Present
18	CSEA Representative, CHC (appointed by CSEA)	Artour Aslanian	CHC	CLA	Present
19	CSEA Representative, SBVC (appointed by CSEA)	Kay Dee Yarborough	SBVC	CLA	Present
20	CSEA Representative, DSO (appointed by CSEA)	Myung Koh	DSO	CLA	Present
21	CTA (appointed by CTA)	Guy Martin Hinrichs	CHC	FAC	Absent
22	Black Faculty & Staff Association (appointed by BFSAs President)	Allan Erving	SBVC	CLA	Present
23	Latino Faculty, Staff, & Administrators Association (appointed by LFSAA President)	Ernest Guillen	SBVC	CLA	Present
24	Associated Student Government President or designee, CHC	Madeleine Boone	CHC	STU	Present
25	Associated Student Government President or designee, SBVC	Paul Del Rosario	SBVC	STU	Absent

## IEAC Formal Vote

### IEAC Recommendation #2022-01 | Renaming of District Services Planning & Program Review Subcommittee

1. District Director Research, Planning & Institutional Effectiveness	Christopher Crew	Aye
2. Chief Technology Officer	Luke Bixler	Aye
3. Dean of Institutional Effectiveness, Research, and Planning, CHC	Giovanni Sosa	Aye
4. Dean of Institutional Effectiveness, Research, and Planning, SBVC	Joanna Oxendine	Aye
5. Human Resources Representative ( <i>appointed by VC HR</i> )	Joe Opris	Aye
6. Faculty, CHC ( <i>appointed by Academic Senate President</i> )	Jeff Schmidt	Aye
7. Faculty, SBVC ( <i>appointed by Academic Senate President</i> )	Davena Burns-Peters	Aye
8. Management, CHC ( <i>Accreditation Liaison Officer. appointed by college pres.</i> )	Keith Wurtz	Aye
9. Management, SBVC ( <i>Accreditation Liaison Officer. appointed by college pres.</i> )	Dina Humble	Absent
10. Accreditation Committee Chair, CHC	Keith Wurtz	Aye
11. Accreditation Committee Chair, SBVC	Celia Huston	Aye
12. Classified, CHC ( <i>appointed by Classified Senate President</i> )	Brandice Mello	Absent
13. Classified, SBVC ( <i>appointed by Classified Senate President</i> )	John Feist	Absent
14. Professional Development Coordinator or designee, CHC	Kashaunda Harris	Absent
15. Professional Development Coordinator or designee, SBVC	Rania Hamdy	Aye
16. Confidential Group ( <i>by position, EA Office of the Chancellor</i> )	Heather Ford	Aye
17. CSEA Representative, CHC ( <i>appointed by CSEA</i> ) – April 11 <sup>th</sup> Meeting	Artour Aslanian	Aye
18. CSEA Representative, SBVC ( <i>appointed by CSEA</i> ) – April 11 <sup>th</sup> Meeting	Kay Dee Yarborough	Aye
19. CSEA Representative, DSO ( <i>appointed by CSEA</i> ) – April 11 <sup>th</sup> Meeting	Myung Koh	Aye
20. CTA ( <i>appointed by CTA</i> )	Guy Martin Hinrichs	Absent
21. Black Faculty & Staff Association ( <i>appointed by BFSAs President</i> )	Allan Erving	Aye
22. Latino Faculty, Staff, & Administrators Association ( <i>appointed by LFSAA Pres.</i> )	Ernest Guillen	Aye
23. Associated Student Government President or designee, CHC	Madeleine Boone	Aye
24. Associated Student Government President or designee, SBVC	Paul Del Rosario	Absent

## ESTABLISHING IEAC TOPIC PRIORITY

**OVERVIEW:** Here are the topics from the homework assignment. We have sorted them into categories and we will rank them at the next meeting.

**INSTITUTIONAL EFFECTIVENESS**

District adherence to state attendance/apportionment accounting policies and procedures.

Efficacy and efficiency of research request form and process, including timeliness of completion

Effectiveness of structural changes to committee and advisory committees

**STUDENT SUCCESS**

Are the solutions that TESS has developed helping the district with student learning and student success?

The effectiveness of the Free College Promise Program

Student view of campus: is it a safe space, are they represented, etc.

Students who "Job Out" by getting hired in their field prior to completing degree or certificate.

Students who are "Skill Builders" enrolled in single course or series of courses to further employment opportunities.

Student employment after college within their field of study.

**DISTANCE EDUCATION**

Distance Education success rates

Student satisfaction with the education received in comparison to F2F instruction.

Relationship between student success in Online courses and instructor training and course design

**CURRICULUM**

Outcomes and outcomes assessment processes (support and learn from them)

Identification of instructional processes that could help make content more accessible to students.

**DIVERSITY, EQUITY, AND INCLUSION**

Success of DEIA work

DEI training for employees and how the district can support given the addition of the DEI Director

<b>CATEGORY</b>	<b>COMMITTEE RANKING</b>
INSTITUTIONAL EFFECTIVENESS	
STUDENT SUCCESS	
DISTANCE EDUCATION	
CURRICULUM	
DIVERSITY, EQUITY, AND INCLUSION	





INFORMATION ITEM

**DSO PROGRAM REVIEW RESULTS - 2021 Cycle (for 2021-22 Fiscal Year)**

Committee Ranking	Resource Request	Service Area	Type of Request	Resource Type	Amount Requested
1	Senior Programmer	TESS	Personnel	Ongoing	\$142,040
2	Systems Analyst	TESS	Personnel	Ongoing	\$119,959
3	Lead Custodian	Facilities	Personnel	Ongoing	\$5,700
4	Government & Community Relations	Marketing, PA & GR	Personnel	Ongoing	\$77,000
5	Video Communications Specialist	Marketing, PA & GR	Personnel	Ongoing	\$77,000

**Overview:** The DSOPPRSC reviewed 5 resource requests from 3 service areas. Each request addressed 8 questions (see attached submissions for full application) but we used the 4 questions listed below as our primary point of discussion. Table 1 provides the *committee rankings* for each question and table 2 provides the *final priority ranking*. The *rationales* for each request can be found on pages 2-3.

**Ranking Categories:**

- College Benefit:** Given that district resource requests are assessed to the colleges, what is the benefit of this request to the colleges?
- Productivity:** Indicate how this request will improve productivity and service.
- Program Review:** Indicate how this request is related to the challenges, opportunities, goals, objectives and data in the department’s Program Review Self-Evaluation.
- Rationale:** Provide a rationale for your request. (*Explain, in detail, the need for this request.*)

SBCCD District Support Operations (DSO) 2021-22 Program Review Resource Rankings:

COLLEGE BENEFIT:		PRODUCTIVITY:		PROGRAM REVIEW:		RATIONALE:		OVERALL:	
Request	Score	Request	Score	Request	Score	Request	Score	Request	Score
Gov't Relat.	3.76	Custodial	3.82	Custodial	3.65	Gov't Relat.	3.59	Gov't Relat.	3.75
Custodial	3.82	Gov't Relat.	3.94	Gov't Relat.	3.71	Custodial	3.76	Custodial	3.76
Video Com.	3.82	Video Com.	4.24	Video Com.	3.88	Video Com.	3.76	Video Com.	3.93
Senior Prog.	4.24	System Ana.	4.35	System Ana.	4.29	System Ana.	4.44	System Ana.	4.35
System Ana.	4.31	Senior Prog.	4.59	Senior Prog.	4.53	Senior Prog.	4.59	Senior Prog.	4.49

\* Each question was ranked on a scale from 1 (weak) – 5 (strong)



## INFORMATION ITEM

### **RATIONALE: SENIOR PROGRAMMER AND SYSTEMS ANALYST**

With the goal in mind to innovate and improve upon the technical infrastructure to maximize student success and student access, TESS has been working continuously with the colleges to implement new software and processes. These softwares and processes are implemented with the mindset of being student-centered and to also help increase the efficiency and effectiveness of students, faculty and staff. This became more apparent with the recent pandemic and the need to shift technology to remote learning, teaching and support. A list of the recent softwares implemented can be seen on the attached document.

With our focus on student success and student access, we have run into challenges with the current staffing levels. In order to provide support for Oracle Finance Cloud, TESS moved two positions from the Administrative Application Team, to the Business Systems Support Team. These two positions are: Systems Analyst and Senior Programmer Analyst. The Administrative Application team lost two key members that supported an overall portfolio that include the Student Information System (SIS), and 43 additional applications that augment and integrate with the SIS. Over the past 2 years, this team has had to support an additional 27 new software applications that support the administrative and academic departments at the colleges and the district. Over the past two years, we have increased our consulting budget from \$20,000 to over \$150,000. The consultants were able to help us get the software up and running, but the current department is now tasked with the ongoing support of all of these applications. Adding these two positions to the Administrative Application team will help to provide support for the current portfolio of the SIS and the 70+ software applications that they currently support. Please see the Program Review Self-Evaluation for a complete list of these applications. In addition to the applications listed in the Program Review Self-Evaluation, we have also had to implement the integration and launch of COVID Clinic, major migration from WebAdvisor to Self Service, and are beginning the evaluation of a CRM system.

### **RATIONALE: LEAD CUSTODIAN**

We are requesting the one of the District custodian positions be changed to a Lead Custodian. Having a Lead Custodian will improve the supervision to the custodial works to provide a clean and sanitized environment for the employees, trainees and district guests, especially with the current conditions related to the COVID-19 pandemic.

A lead custodian will also relieve the Facilities Project Manager (FPM) from conducting duties related to custodial supervision and allow them focus on building maintenance, grant and non-bond construction projects and provide additional support to the campuses in state funded deferred maintenance projects to help ensure that they completed on budget and schedule.

### **RATIONALE: GOVERNMENT AND COMMUNITY RELATIONS COORDINATOR**

Government is the single primary source of funding for SBCCD. To secure higher levels of state and federal funding for SBCCD/CHC/SBVC/EDCT/KVCR's programs and operations, it is critical to have knowledgeable staff that knows how to advocate and nurture positive relationships with lawmakers and public agencies. However, our staff capacity is severely limited in this area.

A Government & Community Relations Coordinator is critical to support year-round activities to help foster, and maintain college partnerships with government officials, agencies and their staffs, the private sector, local industry, and non-profit organizations. This position would help identify opportunities to strengthen campus outreach and education. They would assist in the necessary external outreach to generate support from lawmakers, business leaders, and community-based organizations to help SBCCD/CHC/SBVC/EDCT/KVCR compete for grant opportunities.





## INFORMATION ITEM

### **RATIONALE:** VIDEO COMMUNICATIONS SPECIALIST

COVID-19 has taught us at SBCCD/CHC/SBVC that email communications are not enough to reach students/employees and is not the most powerful strategy to use.

One of the most effective ways to reach our campus community is through video communications, and currently is the most powerful outreach strategy in higher education. Student enrollment has decreased significantly, a trend fueled by a declining population and pandemic pressures drawing potential and current SBCCD students to the workforce, not the classroom. California has the largest drop in student enrollment across the nation especially colleges like CHC and SBVC that serve a large population of low-income students. Our campuses bear the brunt of the declines with enrollment.