



Institutional Effectiveness Advisory Committee (IEAC)
Meeting Agenda & Packet - September 22, 2022 at 10:00 a.m.
 Via Zoom: <https://cccconfer.zoom.us/j/91201139260>

- I. CALL TO ORDER**
(Nohemy Ornelas)
- II. ROLL CALL/QUORUM CONFIRMATION**
(Heather Ford)
- III. APPROVAL OF MINUTES**
(Nohemy Ornelas)
 - A. IEAC 04-28-2022 Minutes
- IV. REVIEW THE IEAC ORGANIZATION**
(Nohemy Ornelas)
 - A. Review the IEAC charge as a guide and to set the structure.
- V. REVIEW THE IEAC MEMBERSHIP**
(Nohemy Ornelas)
 - Quad-Chair Selection:
 - Classified (current academic year, vacant) elected by the committee from the committee (1 academic year term)
 - Faculty (current academic year, vacant) elected by the committee from the committee (1 academic year term)
 - Administrative (by position, Christopher Crew)
 - Administrative (by position, Nohemy Ornelas)
- VI. REVIEW 2021-22 PENDING ITEMS**
(Nohemy Ornelas)
- VII. REVIEW IEAC 2022-23 GOALS**
(Nohemy Ornelas)
- VIII. IEAC RECOMMENDATION #2022-09 ESTABLISH A DISTRICTWIDE ENROLLMENT MANAGEMENT COMMITTEE**
 - A. Emergency Conditions Recovery Plan
- IX. DATA ACCESSIBILITY SURVEY**
(Nohemy Ornelas)
 - A. https://sbccdxm.qualtrics.com/jfe/form/SV_1zx2GUypPLtclam
 Feedback to be emailed to Christopher Crew at ccrew@sbccd.edu
- X. FUTURE MEETINGS**
(Nohemy Ornelas)
- XI. NEXT MEETING**

A. Thursday, October 27, 2022 at 10:00 a.m.
Via Zoom: <https://cccconfer.zoom.us/j/91201139260>

XII. **ADJOURNMENT**
(*Nohemy Ornelas*)



INSTITUTIONAL EFFECTIVENESS ADVISORY COMMITTEE

Meeting Minutes – April 28, 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 10:13 a.m.

II. Roll Call and Quorum

H. Ford recorded roll call and determined quorum was met.

III. Approval of Minutes 2-24-2022

Keith moved to approve the minutes from 02-24-2022 . Davena Burns-Peters seconded the motion.

AYES: Unanimous present

NOES: None

ABSENT: Humble, Mello, Hinrichs, Del Rosario

ABSTENTIONS: None

IV. Introduction of Vice Chancellor Educational and Student Support Services, Nohemy Ornelas

V. Approval of IEAC Recommendation #2022-05 Seat of IEAC for Police Officer Association

E. Guillen moved to approve IEAC Recommendation #2022-05 Seat on IEAC for Police Officer Association. D. Burns Peters seconded the motion.

AYES: Ornelas, Crew, Bixler, Harris, Sosa, Oxendine, Zaragoza, Schmidt, Burns-Peters, Wurtz, Huston, Feist, Ford, Yarborough, Koh, Erving, Guillen, Brahjini,

NOES: None

ABSENT: Humble, Mello, Hinrichs, Del Rosario

ABSTENTIONS: Hamdy

VI. Selection of Classified Quad-Chair

Tabled until fall.

VII. Institutional Effectiveness Updates**A. SBVC – Celia Huston/Joanna Oxendine**

J. Oxendine reported the steering committee met and are working on mission, vision and values to be moved through the collaborative shared governance processes. R. Hamdy reported SBVC is close to finalizing mission, vision, and values. They will bring it to Senate for a motion of support.

B. CHC – Keith Wurtz/Gio Sosa

K. Wurtz institution effectiveness and outcomes assessment annual work. G. Sosa reported the districtwide survey will be launched beginning of May. Looking forward to the external regional meetings regarding the discovery phase.

VIII. Data Accessibility

J. Oxendine reported last year SBVC submitted an IEPI proposal that was accepted. This \$200,000 funding will be applied to the research office and data accessibility. The goal is to give access to that data to make data informed decisions regarding continuous improvement and are student support. The campuses are looking at the immediate concerns for the campus community. A focus will be on data coaching as well. G. Sosa reviewed the data use culture to allow guidance of data usage.

Crew to send out draft questions for a data accessibility survey.

IX. Review of Topic Priority Topics

The committee discussed the remaining categories: Institutional Effectiveness, Student Success, Distance Education, Diversity, Equity, and Inclusion, and Data. Some topics might be under other committee's purview.

R. Hamdy requested a timeline, steps, tasks, and deliverables of projects like TESS' inventory of all data systems.

N. Ornelas and C. Crew are to email the TESS data systems inventory information to the committee.

X. Review of Committee Evaluation Results**XI. Other Items****XII. Next Meeting**

Thursday, May 26 , 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 _____, 2022

Heather Ford, Executive Assistant
SBCCD, Office of the Chancellor

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	Nohemy Omelas	DSO	MAN	Present
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)	Karla Zaragoza	DSO	MAN ^{CONF}	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	Present
15	Professional Development Coordinator or designee, CHC	Kashaunda Harris	CHC	MAN	Absent
16	Professional Development Coordinator or designee, SBVC	Rania Hamdy	SBVC	MAN ^{CONF}	Present
17	Confidential Group (by position, EA Office of the Chancellor)	Heather Ford	DSO	MAN	Present
18	CSEA Representative, CHC (appointed by CSEA)	Vacant	CHC	CLA	
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 BFSA 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	Amr Bahjiri (proxy)	CHC	STU	Present
25	Associated Student Government President or designee, SBVC	Paul Del Rosario	SBVC	STU	Absent

IEAC Formal Vote

IEAC Recommendation #2022-05 | Seat on IEAC for Vested Group – Police Officer Association

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	Absent
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	Aye
14. Professional Development Coordinator or designee, CHC	Kashaunda Harris	Aye
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>)	Artour Aslanian	Aye
18. CSEA Representative, SBVC (<i>appointed by CSEA</i>)	Kay Dee Yarborough	Aye
19. CSEA Representative, DSO (<i>appointed by CSEA</i>)	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

DRAFT

Institutional Effectiveness Advisory Committee

The Institutional Effectiveness Advisory Committee (IEAC) aids in the districtwide 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 that the District Strategic Plans (i.e., HR and TESS) align with the DSO 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.

Charge

4th Thursday, 10:00 a.m. via Zoom, Non-Brown Act

Members will:

- Honor agenda and be prepared to participate in the entire meeting.
- Keep discussions focused on the issues, not on the person presenting them, nor on items not immediately relevant to the topic.
- Encourage full and open participation by all IEAC members and make a concerted effort to avoid discussions that are dominated by a few people.
- Welcome and solicit diverse opinions and viewpoints, remembering that disagreements are acceptable, often leading to good decision-making.
- Practice active listening skills in order to avoid pre-formulated responses, interruptions and sidebar conversations.

Meetings

Membership

- VC, Educational and Student Support Services
- District Director Research, Planning & Institutional Effectiveness
- Chief Technology Officer
- Dean of Institutional Effectiveness, Research, and Planning, CHC & SBVC
- Human Resources Representative (*appointed by VC HR*)
- Faculty, CHC & SBVC (*appointed by Academic Senate Presidents*)
- Management, CHC & SBVC (*Accreditation Liaison Officer. appointed by college president*)
- Management (*appointed by Management Association*)
- Accreditation Committee Chair, CHC & SBVC
- Classified, CHC & SBVC (*appointed by Classified Senate Presidents*)
- Professional Development Coordinator or designee, CHC & SBVC
- Confidential Group (*by position, EA Office of the Chancellor*)
- CSEA Representative, CHC, SBVC, DSO (*appointed by CSEA*)
- CTA (*appointed by CTA*)
- Black Faculty & Staff Association (*appointed by BFSA President*)
- Latino Faculty, Staff, & Administrators Association (*appointed by LFSAA President*)
- Associated Student Government President or designee, CHC & SBVC
- Asian and Pacific Islander Association (*appointed by APIA President*)
- Police Officer Association (*appointed by POA President*)

Representation

Members will:

- Maintain and promote a focus that is based on district strategic priorities rather than personal, constituency or college interests.
- Represent constituency with accuracy and truthfulness, presenting data as completely as possible and not selectively withholding information.
- Communicate a clear understanding of the issues and any IEAC recommendations to their constituency.
- Solicit input from and disseminate information to their respective constituency group.
- Base interpersonal behavior on the assumption that we are all people of goodwill, ensuring that interactions within and outside the IEAC meetings are consistent with expectations of discretion and respect for individual and institutional integrity.
- Honor and acknowledge the contributions of individuals as well as the accomplishments of the whole team, regardless of the level of controversy in the discussion or its outcome.

- **50%+1 of appointed voting members (not 50% of appointed members plus vacancies), and**
- **Two members from each site (CHC, SBVC, and DSO members), and**
- **At least one faculty member from CHC, and**
- **At least one faculty member from SBVC, and**
- **Three out of the four Constituent Groups represented (students, classified, faculty, management).**

Quorum

Subcommittees/task force/workgroup's quorum structure (if needed, not mandatory) will be unique and established by the overriding advisory committee. Advisory committees can adjust as they see fit and submit those adjustments to Chancellor's Council.

Advisory 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.

Although students are not part of quorum, their participation is vital, and we will continue looking into how we can help support and keep them involved and investigate issues of equity that is causing them not to be able to participate on district and campus level events. We will also investigate issues of equity for other constituencies that may be missing.





Institutional Effectiveness Advisory Committee

DRAFT

Charge

The Institutional Effectiveness Advisory Committee (IEAC) aids in the districtwide integration of institutional planning, resource allocation, program review, and the technology strategic plan. ~~We support student success by:~~

Functions

- Supporting the colleges' Institutional Effectiveness processes.
- ~~Be a resource and S~~upporting 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 r~~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 that the District Strategic Plans (i.e., HR and TESS) align with the DSO Plan.
- ~~Monitor~~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~~
- ~~Disseminate information and~~ make recommendations to Chancellor's Council ~~as appropriate.~~
- ~~Participating in deliberations related to the development of the annual academic calendar.~~
- Provide a status report for institutional plans to the Chancellor's Council.

SBCCD | Mission

SBCCD positively impacts the lives and careers of our students, the well-being of their families, and the prosperity of our community through excellence in educational and training opportunities.



SBCCD | Vision

Inspiring possibilities for bright futures and a prosperous community



INSTITUTIONAL EFFECTIVENESS ADVISORY COMMITTEE

Committee Roster

September 2022-August 2023

Representation	Member	Appointed/Term
Quad-Chair (administrative) VC, Educational Services	Noehmy Ornelas	By position
Quad-Chair (administrative) District Director RPIE	Christopher Crew	By position
Quad-Chair (classified) elected by committee from committee (<i>1 academic year term</i>)	vacant	
Quad-Chair (faculty) elected by committee from committee (<i>1 academic year term</i>)	vacant	
1) VC, Educational and Student Support Services	Noehmy Ornelas	n/a
2) District Director Research, Planning & Institutional Effectiveness	Christopher Crew	n/a
3) Chief Technology Officer	Luke Bixler	n/a
4) Dean of Institutional Effectiveness, Research, and Planning, CHC	Giovanni Sosa	n/a
5) Dean of Institutional Effectiveness, Research, and Planning, SBVC	Joanna Oxendine	n/a
6) Human Resources EEO Representative (<i>appointed by VC HR</i>)	Aysia Brown	09/2023
7) Faculty, CHC (<i>appointed by Academic Senate President</i>)	Jeff Schmidt	08/2020
8) Faculty, SBVC (<i>appointed by Academic Senate President</i>)	Davena Burns-Peters	09/2021
9) Management, CHC (<i>Accreditation Liaison Officer. appointed by college president</i>)	Keith Wurtz	09/2021
10) Management, SBVC (<i>Accreditation Liaison Officer. appointed by college president</i>)	Dina Humble	09/2021
11) Management (<i>appointed by Management Association</i>)	Wallace Johnson	09/2023
12) Accreditation Committee Chair, CHC	Keith Wurtz	n/a
13) Accreditation Committee Chair, SBVC	Celia Huston	n/a
14) Classified, CHC (<i>appointed by Classified Senate President</i>)	Ola Sabawi	09/2023
15) Classified, SBVC (<i>appointed by Classified Senate President</i>)	John Feist	08/2020
16) Professional Development Coordinator or designee, CHC	Kashaunda Harris	09/2021
17) Professional Development Coordinator or designee, SBVC	Rania Hamdy	10/2020
18) Confidential Group (<i>by position, EA Office of the Chancellor</i>)	Heather Ford	n/a

Committee Support:
Heather Ford (hford@sbccd.edu)

August 31, 2022

Representation		Member	Appointed/Term
19)	CSEA Representative, CHC (<i>appointed by CSEA</i>)	Ruby Zuniga	09/2023
20)	CSEA Representative, SBVC (<i>appointed by CSEA</i>)	Christie Gabriel	09/2023
21)	CSEA Representative, DSO (<i>appointed by CSEA</i>)	Myung Koh	09/2022
22)	CTA (<i>appointed by CTA</i>)	Byron Williams	09/2023
23)	Black Faculty & Staff Association (<i>appointed by BFSA President</i>)	Allan Erving & Ariel Davis	09/2022
24)	Latino Faculty, Staff, & Administrators Association (<i>appointed by LFSAA President</i>)	Ty Simpson proxy Ernest Guillen	09/2022
25)	Associated Student Government President or designee, CHC	Savannah Horton	09/2023
26)	Associated Student Government President or designee, SBVC	Byron Stafford proxy: Nelva Ruiz Martinez	09/2023
27)	Asian Pacific Islander Association (<i>appointed by APIA President</i>)	Jimmy Grabow	09/2022
28)	Police Officer Association (<i>appointed by POA President</i>)	vacant	



Institutional Effectiveness Advisory Committee

2022-2023 IEAC Goals

1. Administer a District data accessibility survey (release in early September)
2. Request an update on the common application
3. Track the development of the Educational Master Plans
4. Create a crosswalk that will unify the EMPs, DSO Support Plan, and the Board Strategic Plan
5. Create a new committee evaluation survey
6. Receive updates on the Strategic Goals and Objectives
7. Have ongoing discussions about the other topics
 - a. Institutional Effectiveness
 - b. Student Success
 - c. Distance Education
 - d. Diversity, Equity, Inclusion





Institutional Effectiveness Advisory Committee Committee Recommendation

To: Diana Z. Rodriguez, Chancellor

Date: 09/22/2022

From: Institutional Effectiveness Advisory Committee

Re: IEAC Recommendation #2022-09 | Establish a Districtwide Enrollment Management Committee

Background

Title 5 section 58146 provides criteria for funding allowances due to emergency conditions, including pandemics, with the intent that districts should not lose FTES apportionment as a result of an emergency or extraordinary condition. In June 2022, with further parameters emerging in August 2022, the Chancellor's Office offered the 2022-23 COVID-19 Emergency Conditions Allowance (ECA) protection to all districts that applied.

SBCCD has incurred a significant decline in FTES due directly to the COVID-19 pandemic, regardless of our good faith efforts to restore enrollment and re-engage displaced students. Therefore, staff is recommending that the Board of Trustees adopt a resolution to apply for the 2022-23 COVID-19 emergency conditions allowance and certify compliance with the following six criteria:

1. Prepare and present an Emergency Conditions Recovery Plan.
2. Incentivize and prioritize participation in professional development to enhance quality online teaching and learning.
3. Become a member of the California Virtual Campus Online Education Initiative (CVC-OEI) and have signed Master Consortium Agreement. Implement steps to become a Home College.
4. Submit all data due to the Chancellor's Office Management Information Systems.
5. Have no outstanding audit reports due to the State Chancellor's Office.
6. Establish a Board-adopted policy aiming to align reserve balances to recommendations included in the GFOA.

Based on our fiscal analysis and modeling, SBCCD will receive an additional \$5 million in funding as a result.

Recommendation

IEAC is recommending the establishment of a districtwide Enrollment Management Committee to oversee and make recommendations to address enrollment as a district. This committee would report to IEAC and would include the following membership.

Current Member	Member Representation
Nohemy Ornelas, Chair	Executive Vice Chancellor
Andy Chang	Vice Chancellor, Workforce Development, Advancement & Media Systems
Christopher Crew	Executive Director of Research, Planning & Institutional Effectiveness
Angel Rodriguez	Director of Marketing, Public Affairs Government Relations
Larry Strong	Director, Fiscal Services
Steve Sutorus	Business Manager
Scott Thayer (Interim)	President, SBVC
Kevin Horan	President, CHC
Tenelle Norris	Vice President, Administrative Services, SBVC
Mike Strong	Vice President, Administrative Services, CHC



Institutional Effectiveness Advisory Committee Committee Recommendation

Dina Humble	Vice President, Instruction, SBVC
Keith Wurtz	Vice President, Instruction, CHC
Olivia Rosas	Vice President, Student Services, SBVC
Delmy Spencer	Vice President, Student Services, CHC
TBD	Academic Senate Appointee, SBVC
TBD	Academic Senate Appointee, CHC
TBD	Classified Senate Appointee, SBVC
TBD	Classified Senate Appointee, CHC
TBD	CTA Appointee
TBD	CSEA Appointee
Joanna Oxendine	Dean, Institutional Effectiveness, Research, & Planning, SBVC
Gio Sosa	Dean, Institutional Effectiveness, Research, & Planning, CHC
Paul Bratulin	Director, Marketing & Public Relations, SBVC
Michelle Riggs	Director, Marketing & Public Relations, CHC

Timeline

Obtain recommendations for committee members in early October and convene the first meeting by the end of October. This timeline will allow the committee to set goals and track progress to meet the reporting timeline that has been outlined in the ECA requirements.

Thank you for your consideration of this recommendation, which was approved as indicated below. We look forward to a response from Chancellor’s Council.

Chancellor Council Response:
 _____ moved to approve the IEAC’s recommendation to grant the establish a districtwide Enrollment Management Committee. _____ seconded the motion.

AYES:
 NOES:
 ABSENT:
 ABSTENTIONS:

Chancellor

Date



Institutional Effectiveness Advisory Committee Committee Recommendation

IEAC Recommendation #2022-09 | Establish a Districtwide Enrollment Management Subcommittee
FORMAL VOTE 09/22/2022

	Representation	Member	Vote
1.	VC, Educational and Student Support Services	Nohemy Ornelas	
2.	District Director Research, Planning & Institutional Effectiveness	Christopher Crew	
3.	Chief Technology Officer	Luke Bixler	
4.	Dean of Institutional Effectiveness, Research, and Planning, CHC	Giovanni Sosa	
5.	Dean of Institutional Effectiveness, Research, and Planning, SBVC	Joanna Oxendine	
6.	Human Resources EEO Representative	Aysia Brown	
7.	Faculty, CHC	Jeff Schmidt	
8.	Faculty, SBVC	Davena Burns-Peters	
9.	Management, CHC	Keith Wurtz	
10.	Management, SBVC	Dina Humble	
11.	Management	Wallace Johnson	
12.	Accreditation Committee Chair, CHC	Keith Wurtz	
13.	Accreditation Committee Chair, SBVC	Celia Huston	
14.	Classified, CHC	Ola Sabawi	
15.	Classified, SBVC	John Feist	
16.	Professional Development Coordinator or designee, CHC	Kashaunda Harris	
17.	Professional Development Coordinator or designee, SBVC	Rania Hamdy	
18.	Confidential Group	Heather Ford	
19.	CSEA Representative, CHC	Ruby Zuniga	
20.	CSEA Representative, SBVC	Christie Gabriel	
21.	CSEA Representative, DSO	Myung Koh	
22.	CTA	Byron Williams	
23.	Black Faculty & Staff Association	Allan Erving & Ariel Davis	
24.	Latino Faculty, Staff, & Administrators Association	Ty Simpsons Proxy: Ernest Guillen	
25.	Associated Student Government President or designee, CHC	Savannah Horton	
26.	Associated Student Government President or designee, SBVC	Byron Stafford proxy: Nelva Ruiz Martinez	
27.	Asian Pacific Islander Association	Jimmy Grabow	
28.	Police Officer Association	vacant	



EMERGENCY CONDITIONS RECOVERY PLAN

FALL 2022

BOARD OF TRUSTEES



Gloria Macias Harrison
Chair



Dr. Stephanie Houston
Vice Chair



Dr. Anne L. Viricel
Clerk



Dr. Nathan D. Gonzales
Trustee



John Longville
Trustee



Joseph R. Williams
Trustee



Frank Reyes
Trustee



Robert Alexander
Student Trustee, CHC



Paul Del Rosario
Student Trustee, SBVC

CHANCELLOR



Diana Z. Rodriguez
Chancellor

COLLEGE PRESIDENTS



Dr. Kevin Horan
CHC President



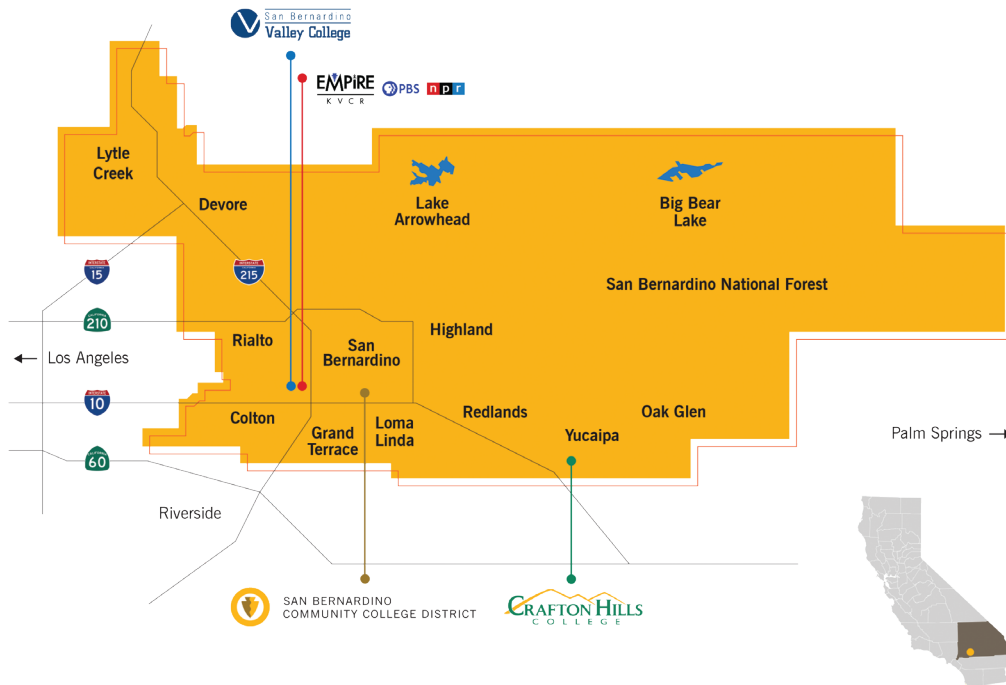
Dr. Scott Thayer
Interim SBVC President

INTRODUCTION

The Emergency Conditions Recovery Plan will serve as a tool to advance students’ success at Crafton Hills College (CHC), San Bernardino Valley College (SBVC), and the wider community. The San Bernardino Community College District (SBCCD) recognizes the effect of COVID-19 and would like to engage key stakeholders to strengthen its mission to positively impact the lives and careers of students, the well-being of families, and the prosperity of the community through excellence in education and training opportunities. This document will guide and inform the collaborative decisions and action steps needed to support student success, fiscal health planning, transparency, and community engagement.


The Board of Trustees’ Strategic Plan (2022-2027) aligns with the Vision for Success and has identified action steps to work towards meeting those goals and objectives with measurable Key Results. Aligned with the Strategic Plan are Crafton Hills College’s and San Bernardino Valley College’s Educational Master Plans. Focused on the mission of each college, these plans are being developed to be responsive to local educational, business, and industry needs through strategic directions and actions.

The following information is an overview of the efforts SBCCD has taken to grow its student population and will describe the operational plans to absorb enrollment losses after 2022-2023.



MISSION STATEMENT

SBCCD positively impacts the lives and careers of our students, the well-being of their families, and the prosperity of our community through excellence in educational and training opportunities.



SECTION 1

ACTION STEPS TO INCREASE ENROLLMENT

The following section will review the District's actions to increase enrollment.

1 What is the District currently doing to increase enrollment, persistence, and completion?

SBCCD launched its Books+ program to help all students enrolled at CHC and SBVC with free textbooks and materials. Books+ has eliminated the financial burden for students and allows students access to course materials to support their success and completion of courses. In addition to free books and materials, SBCCD is waiving parking fees and providing all students access to free bus rides.

SBCCD is currently implementing a "Common Application" to allow students to complete one admissions application and be able to enroll at any college within the District.

CHC and SBVC have hosted "Senior Days" for incoming high school seniors. Students visited the campus, attended workshops, and received assistance with the registration and financial aid process. Staff followed up with students to support their transition to college. In addition, both colleges have reached out to former students who are no longer enrolled by phone, text, and email.

2 What will the District do differently to increase enrollment, persistence, and completion?

CHC and SBVC executed independent marketing campaigns in years past, this year, both colleges are aligning efforts -- and budgets -- to develop a cohesive marketing campaign. A districtwide committee of college leaders oversee the effort. Speaking with one brand voice while highlighting each college's unique academic and training programs and services allows SBCCD to have a more substantial presence in the community. Beyond traditional advertising methods like billboards, radio, and online ads, SBCCD has initiated a text campaign that allows live two-way communication between college representatives and prospective students.

Beyond marketing, SBCCD is revitalizing its districtwide Enrollment Management Committee to define new goals that will support the Emergency Conditions Recovery Plan and integrate into the Strategic Plan, Educational Master Plans, and the Vision for Success.

SBCCD has identified dual enrollment as a priority and will establish a Dual Enrollment Taskforce to identify activities that will allow CHC and SBVC to expand enrollment and articulation with local high schools. Both colleges plan to sign new MOUs and College and Career Access Pathways (CCAP) agreements, promote dual enrollment with the middle schools, and meet with local principals to discuss the benefits of dual enrollment.

CHC and SBVC are currently exploring options to implement an integrated scheduling system to increase efficiencies, improve access to data, and support student completion of degrees, certificates, and transfer to four-year universities.

CHC and SBVC will prepare marketing emails/PSA/commercials to highlight their programs and services. Both colleges are finalizing their Guided Pathways website and implementing new technology to ensure students stay on their paths to completion.

3 How is the District using existing resources to support student basic needs and direct resources to students?

SBCCD has used various resources to support students’ basic needs. CHC and SBVC are building structures to expand basic needs services and staffing recruitment is underway. These offices offer basic needs resources and mental health services to promote student success, retention, and completion by removing barriers to their education. A Basic Needs website was created to provide a central location for information and resources. Laptops and hotspots were purchased to increase access to technology for students. Additionally, mental health services were expanded and the COACH Cupboard Food Pantry was established in the Crafton Center. The Valley 360° Resource Center provides food, clothing, hygiene, and baby items to students. The CHC Foundation and SBVC Foundation supported emergency grants for students who needed financial assistance.

SBCCD is working with the Affordability, Food, and Housing Access Taskforce to plan the 2022 Basic Needs Summit that will take place in December at SBVC. This will be an opportunity to invite current students to attend and share their experiences. Staff and faculty from across the District will be encouraged to participate in learning best practices from other colleagues and peers.

BASIC NEEDS RESOURCES




FOOD SECURITY

- COACH Cupboard Food Pantry
- Valley 360° Resource Center
- CalFresh



FINANCIAL SECURITY

- Financial Aid
- Scholarships
- Emergency Grants



SUCCESS RESOURCES

- Health & Wellness Center
- REACH Project
- Student Success Program
- EOP&S/CARE/CalWORKs
- Child Development Center
- Student Accessibility Services

4 Class scheduling details for Fall 2022 and Spring 2023.



Proportion of Courses offered by time of day

INSTRUCTION METHOD	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
ONLINE (ASYNCHRONOUS)	313	38.6	268	35.0
DAY	343	42.3	358	46.8
EVENING	90	11.1	95	12.4
WEEKEND	8	1.0	7	0.9
ARRANGED	56	6.9	37	4.8
TOTAL	810	100.0	765	100.0

Proportion of Courses offered by course length

NUMBER OF WEEKS	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
LESS THAN 8 WEEKS	38	4.7	31	4.1
8-10 WEEKS	90	11.1	97	12.7
11-13 WEEKS	133	16.4	124	16.2
14-16 WEEKS	131	16.2	129	16.9
FULL TERM	418	51.6	384	50.2
TOTAL	810	100.0	765	100.0

Proportion of Courses offered by modality

INSTRUCTION METHOD	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
ASYNCHRONOUS	268	33.1	268	35.0
SYNCHRONOUS	70	8.6	102	13.3
IN PERSON	435	53.7	351	45.9
HYBRID: ASYNCHRONOUS/SYNCHRONOUS	7	0.9	7	0.9
HYBRID: ASYNCHRONOUS/IN PERSON	14	1.7	25	3.3
HYBRID: SYNCHRONOUS/IN PERSON	16	2.0	12	1.6
TOTAL	810	100.0	765	100.0



Proportion of Courses offered by time of day

INSTRUCTION METHOD	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
ONLINE (ASYNCHRONOUS)	608	39.9	600	35.4
ONLINE (SYNCHRONOUS)	75	4.9	75	4.4
DAY	661	43.4	800	47.2
EVENING	169	11.0	200	11.8
WEEKEND	10	.7	20	1.2
TOTAL	1,523	100.0	1,695	100.0

Proportion of Courses offered by course length

NUMBER OF WEEKS	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
LESS THAN 8 WEEKS	33	2.2	38	2.2
8-10 WEEKS	281	18.4	348	20.5
11-13 WEEKS	137	9.0	137	8.0
14-16 WEEKS	195	12.8	232	13.6
FULL TERM	877	57.6	940	55.4
TOTAL	1,523	100.0	1,695	100.0

Proportion of Courses offered by modality

INSTRUCTION METHOD	FALL 2022		SPRING 2023 (TENTATIVE)	
	#	%	#	%
ASYNCHRONOUS	608	39.9	600	35.4
SYNCHRONOUS	75	4.9	75	4.4
IN PERSON	667	43.8	847	50.0
HYBRID: ASYNCHRONOUS/SYNCHRONOUS	0	0.0	0	0.0
HYBRID: ASYNCHRONOUS/IN PERSON	173	11.4	173	10.2
HYBRID: SYNCHRONOUS/IN PERSON	0	0.0	0	0.0
TOTAL	1,523	100.0	1,695	100.0

SECTION 2

OPERATIONAL PLANS TO ABSORB ENROLLMENT LOSSES

The following section will describe the District’s operational plans to absorb enrollment losses after 2022-2023.

1 Describe efforts to increase uptake of federal financial aid and fee waivers and key contact at the District leading this work.

CHC and SBVC are leading conversations within Student Services to review and update policies to increase financial aid opportunities for students. In addition, bilingual financial aid materials will be developed to explain the college financing process. Financial Aid Offices have workshops, presentations, and outreach activities scheduled throughout the year with local high schools. Services and assistance with financial aid applications are available through multiple modalities to ensure access for all students. This includes one-on-one counseling and support with staff who will assist students with navigating the process.

The college Presidents and the Vice Chancellor of Educational and Student Support Services are leading the efforts to increase access to federal and state financial aid.



Dr. Kevin Horan, Ed.D.

President, Crafton Hills College



Dr. Scott Thayer, Ed.D.

Interim President,
San Bernardino Valley College



Dr. Nohemy Ornelas

Vice Chancellor of Educational
& Student Support Services,
San Bernardino Community
College District

2 Analysis of students the District lost between Spring 2020 and Fall 2021 disaggregated by age, race and ethnicity, and other impacted groups.

SBCCD analyzed the loss of students between spring 2020 and fall 2021. This information was disaggregated by age, race, ethnicity, and other impacted groups.

The 50+ age group experienced the largest percentage decline (27%). The greatest drop in student headcount was in the 20-24 age group (1,582).

	AGE	STUDENT HEADCOUNTS					PCT. OF TOTALS				
		SPRING	FALL	SPRING	FALL	SPRING	SPRING	FALL	SPRING	FALL	SPRING
		2020	2020	2021	2021	2022	2020	2020	2021	2021	2022
	17 OR YOUNGER	1,150	1,034	813	1,036	803	6%	6%	5%	6%	6%
	18-19	4,201	4,436	3,310	3,518	2,889	21%	24%	20%	22%	20%
	20 TO 24	6,450	5,596	5,279	4,868	4,535	33%	31%	32%	31%	32%
	25 TO 29	3,213	2,985	2,860	2,519	2,288	16%	16%	17%	16%	16%
	30 TO 34	1,784	1,696	1,698	1,545	1,453	9%	9%	10%	10%	10%
	35 TO 39	1,080	1,044	1,074	951	911	5%	6%	6%	6%	6%
	40 TO 49	1,095	1,029	1,022	980	949	6%	6%	6%	6%	7%
	50 +	728	510	503	531	539	4%	3%	3%	3%	4%

American Indian students experienced the largest percentage of decline at 28%. Hispanic students experienced the greatest decrease in headcount (2,382).

	RACE/ETHNICITY	STUDENT HEADCOUNTS				PCT. OF TOTALS			
		SPRING	FALL	SPRING	FALL	SPRING	FALL	SPRING	FALL
		2020	2020	2021	2021	2020	2020	2021	2021
	AMERICAN IND	39	35	38	28	0%	0%	0%	0%
	ASIAN	1,006	996	946	883	5%	5%	6%	6%
	BLACK	1,695	1,510	1,378	1,317	9%	8%	8%	8%
	HISPANIC	12,470	11,545	10,359	10,088	63%	63%	63%	63%
	MULTIPLE	754	762	696	668	4%	4%	4%	4%
	PACIFIC ISLAND	44	41	43	36	0%	0%	0%	0%
	UNKNOWN	288	210	178	133	1%	1%	1%	1%
	WHITE	3,406	3,231	2,921	2,796	17%	18%	18%	18%

The District's female population declined by 16%, while males experienced a larger decline of 22%.

	GENDER	STUDENT HEADCOUNTS				PCT. OF TOTALS			
		SPRING	FALL	SPRING	FALL	SPRING	FALL	SPRING	FALL
		2020	2020	2021	2021	2020	2020	2021	2021
	FEMALE	11,451	11,085	10,205	9,495	58%	60%	62%	60%
	MALE	8,204	7,209	6,315	6,404	42%	39%	38%	40%
	UNKNOWN	47	36	39	50	0%	0%	0%	0%

SBCCD's foster youth population declined by 18% between spring 2020 and fall 2021.

	FOSTER YOUTH	STUDENT HEADCOUNTS				PCT. OF TOTALS			
		SPRING	FALL	SPRING	FALL	SPRING	FALL	SPRING	FALL
		2020	2020	2021	2021	2020	2020	2021	2021
	NO	19,589	18,211	16,466	15,856	99%	99%	99%	99%
	YES	113	119	93	93	1%	1%	1%	1%

SBCCD's student body consists of 44% of first-generation college students. There was a 2% decrease in the percentages of this population within the compared timeframe.

	FIRST GENERATION	STUDENT HEADCOUNTS				PCT. OF TOTALS			
		SPRING	FALL	SPRING	FALL	SPRING	FALL	SPRING	FALL
		2020	2020	2021	2021	2020	2020	2021	2021
	NO	9,239	8,924	8,135	7,834	47%	49%	49%	49%
	YES	9,002	8,124	7,218	6,968	46%	44%	44%	44%
	NOT APPLICABLE	1,461	1,282	1,206	1,147	7%	7%	7%	7%

3 Board of Trustees (BOT) Engagement to the data and mitigating actions, including long-term planning to advance the District’s Vision for Success goals.

SBCCD’s Board of Trustees approved a five-year Strategic Plan in the spring of 2022. Goals and objectives were created to support the goals in the Vision for Success. Updates on the progress and actions take place on a monthly basis. The BOT approved four strategic goals and aligned the objectives with enrollment strategies.

GOAL 1 | ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS

OBJECTIVE 1.1	OBJECTIVE 1.2	OBJECTIVE 1.3	OBJECTIVE 1.4
Continue efforts to increase college-going culture.	Evaluate and promote the success of our identity-based programs and student support services to gain insight that can be leveraged to enhance current efforts to improve the broader student experience at SBCCD.	Develop a state-of-the-art technology system that delivers a student-centered experience, improves efficiency and effectiveness, and provides analytical strategies and infrastructure that allows SBCCD to make Data-Driven Decisions.	Grow and expand Dual/ Concurrent Enrollment and K-12 Articulations.

GOAL 2 | BE A DIVERSE, EQUITABLE, INCLUSIVE, AND ANTI-RACIST INSTITUTION

OBJECTIVE 2.1	OBJECTIVE 2.3
Implement the four Pillars of Guided Pathways.	Leverage partnerships with community-based organizations to expand SBCCD’s sphere of influence and include constituent voices in decision-making.

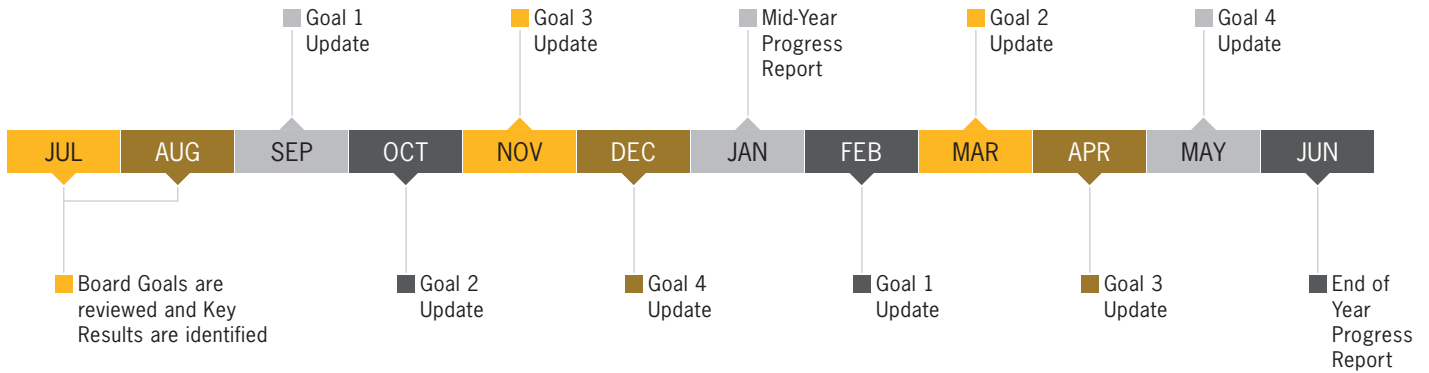
GOAL 3 | BE A LEADER AND PARTNER IN ADDRESSING REGIONAL ISSUES

OBJECTIVE 3.3
Grow our reputation as a leading higher education institution by enhancing and cultivating community partnerships with K-12 partners, business, and community organizations.

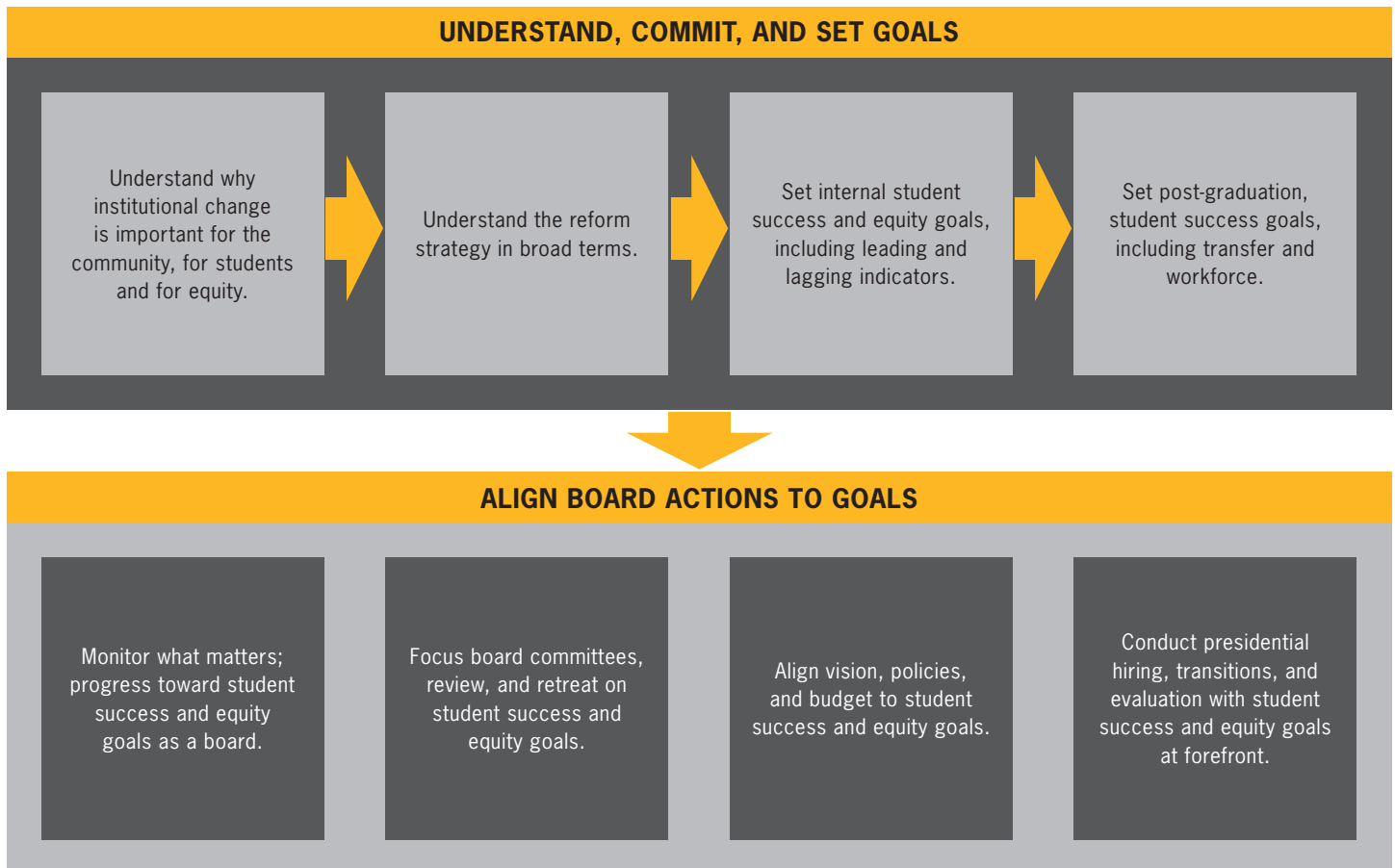
GOAL 4 | ENSURE FISCAL ACCOUNTABILITY/SUSTAINABILITY

OBJECTIVE 4.3	OBJECTIVE 4.4
Enhance innovation in our investments, space utilization, and growth to (1) remain at the vanguard of facilities development; (2) improve our ability to respond to variations in capital and operational budgets and; (3) set aside funds for deferred maintenance.	Leverage resources to decrease student cost of attaining a high-quality education.

Below is the timeline used to keep board members informed on the progress with the goals set.



The Board of Trustees is currently participating in the California Community Colleges’ Vision for Success Board Fellowship. The program is structured to guide trustees and Chief Executive Officers (CEOs) to support the Vision for Success. The program uses the Aspen CEP Trustee Framework that aligns goals and resources to put students and their success at the forefront. SBCCD is actively engaged in this work to create a pathway to enhance long-term planning.





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Institutional Effectiveness Advisory Committee

2022-2023 Meeting Dates

IEAC meets on the fourth Thursday of the month from 10:00 - 11:30 a.m. unless otherwise indicated. The committee will meet during the fall and spring.

September 22, 2022

October 27, 2022

December 1, 2022

February 23, 2023

March 23, 2023

April 27, 2023

May 26, 2023

SBCCD | Mission

SBCCD positively impacts the lives and careers of our students, the well-being of their families, and the prosperity of our community through excellence in educational and training opportunities.



IEAC | Charge

The Institutional Effectiveness Advisory Committee (IEAC) aids in the districtwide integration of institutional planning, resource allocation, program review, and the technology strategic plan.