SIERRA COLLEGE STRATEGIC COUNCIL

AGENDA
Friday, May 11, 2018
Rocklin Campus, Board Room, 8:00a-10:30a

I. Reports & Updates
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           a) President’s Report
           b) Budget Update
           c) Staffing Update
           d) Technology Update
           e) Planning & Resource Allocation Subcommittee (PARAC) Report
           f) Accreditation Update
           g) Facilities Master Plan Update
           h) Reengineering for Success (R4S) Update
           i) Board Policy & Administrative Procedure Update

II. Organizational Effectiveness
   1718-55. Accreditation Update: Quality Focus Essay (QFE) ...........................................5
   1718-56. Institutional Goals & Metrics ..............................................................................6
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   1718-61. Five-Year Construction Plan .............................................................................18
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For additional information please contact the President’s Office (916) 660-7000 or jbischoff@sierracollege.edu
Strategic Council Members
May 11, 2018

Faculty Members:
Michael Brelle, Academic Senate
Paul Cooper, SCFA
Vernon Martin, Academic Senate
Andrea Neptune, Academic Senate President
Johnnie Terry, SCFA

Alternates:
John Fusano
Soni Verma

Classified Members:
Jennifer Eaton, Classified Senate
Ruth Echavarria, Classified Senate/FUSE
Greg Harnage, Classified Senate
Kristie Purdy, FUSE
Christine Yorde, Classified Senate President

Alternates:
Stacey Carroll
Teri Turner

Student Members:
Nooria Munir, Student Senate President
Jeremy Trujillo, Student Senate
Josh Vines, Student Senate
TBD, Student Senate

Alternates:
TBD

Management & Confidential Members:
Rebecca Bocchicchio, Executive Selection
Lucas Moosman, Management Senate
Stephanie Ortiz, Executive Selection
Sabrina Pape, Management Senate
Linda Williams, SCMA

Alternates:
Jill Alcorn
Anne Fleischmann
Susan Lucyga

Superintendent/President (Chair; non-voting) Mr. William H. Duncan
Executive Assistant, President’s Office (Recorder) Jeannette Bischoff
The following reports and updates will be provided to the council:

a) President’s Report
b) Budget Update
c) Staffing Update
d) Technology Update
e) Planning & Resource Allocation Committee (PARAC) Report
f) Accreditation Update
g) Facilities Master Planning Update
h) Reengineering for Success (R4S) Update

i) Board Policy & Administrative Procedure Update:

The following Board Policies and/or Administrative Procedures have been recommended for update by the Community College League of California (CCLC) or have been reviewed due to an internal request or periodic review.

The Senates received the following updates (see dates below), reviewed the revisions, and recommend to the Superintendent/President approval of revisions, deletions, or review of the listed Board Policies as noted, accepting new language and rescinding all former language.

**President’s Office** (Reviewed by Executive Team 2/06/18 and the Senates 2/20/18):

Revised – Administrative Procedures

AP 2712, Conflict of Interest Code: *Updated per CCLC recommendation to reflect an increase in the prohibited gift value to $470 in a calendar year from any single source.*

AP 3300, Public Records: *Updated per CCLC recommendation to reflect that personal email addresses are not public records in certain circumstances.*

(continued)
**Student Services** (Reviewed by Academic Senate 4/18/18, 4/25/18; Classified Senate 4/25/18; Management Senate 4/19/18, Student Senate 4/191/18):

Revised – Administrative Procedures

AP 5011 Admissions and Enrollment of Academic Enrichment Students: *Updated title to be consistent with other admissions policies. Added language to address DSPS students.*

AP 5012 Admission of International Students: *Updated title to be consistent with other admissions policies. Removed ESL course provision for admission to reflect current certification.*

AP 5020 Non-Resident Tuition: *Deleted administrative procedure. Language and references are included in the Board Policy.*

AP 5076: Waitlists: *Minor language changes per Academic Senate recommendation. Added language to address online courses.*

Revised – Board Policies

BP 5020 Non-Resident Tuition: *Removed list of exemptions and added language citing ed codes that determine non-resident exemptions. Added language from CCLC regarding economic hardship and discrimination.*

BP 5030 Tuition and Fees: *Updated language to include local exemptions to non-resident tuition/capital outlay fee.*
As part of the Institutional Self-Evaluation Process for accreditation, the college needs to identify “areas coming out of the institutional self-evaluation on which the institution has decided to act (action projects), and which will have significance in improving student learning and student achievement over a multi-year period.” The accreditation steering committee has vetted potential topics that could form the basis of the Quality Focus Essay (QFE). Strategic Council will be asked to accept the steering committee’s recommendation for our QFE topic.

Quality Focus Essay Description – Manual for Institutional Self-Evaluation
Continuous quality improvement is a mark of institutional effectiveness. As an institution evaluates its programs and services in the continuous cycle of data analysis, planning, resource allocation, and evaluation, it examines its effectiveness in accomplishing its mission in the context of student learning and student achievement. During that examination, it identifies areas of needed change, development, institutionalization, and expansion. Within the accreditation focus on continuous quality improvement, the institution will identify two or three areas coming out of the institutional self-evaluation on which the institution has decided to act (action projects), and which will have significance in improving student learning and student achievement over a multi-year period. These will be described in a Quality Focus Essay (QFE). The Essay will have a 5,000 word limit and will discuss in detail approaches to improving student learning and student achievement, including responsible parties, timeline, and anticipated outcomes. The projects described in the QFE should be realistic and culminate in a set of observable and measurable outcomes. The Essay should be consistent in its factual basis and analysis with the other portions of the college’s Self-Evaluation Report. It will provide the institution with multi-year, long-term directions for improvement of student learning and student achievement and demonstrate the institution’s commitment to excellence. The areas identified in the Essay will become critical focal points for the institution’s Midterm Report. Evaluation teams and the Commission will comment on the institution’s QFE and may offer constructive advice or assistance.
At the April 6, 2018 Strategic Council meeting, representatives reviewed the proposed institutional goals and discussed the metrics and associated targets needed to track progress toward those goals. While the Planning, Research, and Resource Development Office will continue to produce a broader set of metrics, the goals and metrics presented today, if adopted, will become the primary focus of measuring improvement.

Institutional Goals:
1. Achieve equitable access and increase student success, retention and persistence in order to increase the number of students who complete certificates and degrees or transfer to four year colleges and universities while maintaining high levels of academic integrity.
2. Identify and close success and equity gaps amongst underserved and/or underrepresented student populations.
3. Stabilize or grow student enrollment by increasing the number of students at Sierra College and/or increasing the proportion of students attending full-time.
4. Realign course offerings to meet student demand.
5. Increase the number of students successfully completing math, English, and ESL sequences in a timely manner.

Proposed Targets:
   a) Increase the proportion of students completing English 1A in their first year to 65%
   b) Increase the proportion of students completing College/Transfer level math in the first year to 50%
   c) Increase the proportion of students completing 30 Units by their Second Year to 35%
   d) Increase the proportion of students earning a degree or certificate to 20%
   e) Increase the proportion of students transferring a 4 Year College/University to 35%
Strategic Planning Metrics & Targets

English 1A Completion by Cohort
- Comp. 1st Year
- Comp. 2nd Year
- Comp. 3rd+ Year
- No Completion

Math D or Higher Completion by Cohort
- Comp. 1st Year
- Comp. 2nd Year
- Comp. 3rd+ Year
- No Completion

30 Unit Completion Time by Cohort
- First Year
- Second Year
- Three or More Years
- Units Not Completed

Degree or Certificate Awarded
- No
- Yes

Transfer to a 4 Year College/University
- No Transfer Recorded
- Transferred

Sierra College Targets:
- Increase the proportion of students completing English 1A in their first year to XX%
- Increase the proportion of students completing College/Transfer level math in the first year to XX%
- Increase the proportion of students completing 30 Units by their Second Year to XX%
- Increase the proportion of students earning a degree or certificate to XX%
- Increase the proportion of students transferring to a 4 Year College/University to XX%
Sierra Joint Community College District
Strategic Council Meeting
May 11, 2018

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At the October 6, 2017 Strategic Council meeting, it was agreed that a work group would be organized to review and revise the current Budget Development and Planning process to improve alignment between the various strategic plans, program review, resource allocation and the budget cycle. The work group has developed three options which have been reviewed by the senates. Strategic Council will be asked to adopt one of the options (Option 1B is to maintain the status quo) for implementation in the 2018-19 academic year.

Budget Development and Planning Work Group members:
- Abbott, Cameron
- Abrams, Barry
- Benton, Tom
- Crandell, Kourtney
- Doty, Laura
- Ervin, Beth
- Fisher, Linda
- Hallam, Jene
- Harris, Don
- Neptune, Andrea
- Ortiz, Stephanie
- Waite, David
- Wenzel, Bill
Draft Option 2B:

Draft Option 3B:
Sierra Joint Community College District  
Strategic Council Meeting  
May 11, 2018  

Agenda Item No. 1718-58.

<table>
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<th>Subject:</th>
<th>Budget Development &amp; Planning Calendar: Fall 2018</th>
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| Enclosure: | Budget Development and Planning Process Calendar  
Draft Option Status Quo, Option 2B, and Option 3B |
| Responsible Entity/staff: | STRATEGIC COUNCIL  
Erik Cooper  
Dean, Planning, Research & Resource Development |
| Reason for Consideration: | Information/Action |

The Budget Development and Planning Calendar reflects the Budget Development and Planning process cycle for the semester. To coincide with the three options for the Budget Development and Planning process presented in the previous agenda item, three versions of the Planning Calendar are provided. The calendar which corresponds with the selected process will be presented for adoption.
### Strategic Council Agenda 05/11/18

**Budget Development and Planning Semester Calendar - Fall 2018 Status Quo Draft**

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5/2/2018

**Option – Status Quo: Agenda Item No. 1718-58.**
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**Budget Development and Planning Semester Calendar - Fall 2018**

**Option 2B Draft**

### Week 1
- **Sept 2**
  - Labor Day Holiday

### Week 2
- **Aug 5**
  - 21st Century Academic Senate (21st) Academic Senate (Academic Senate)
- **Aug 12**
  - 14th Annual Assessment Day
  - Faculty Request Due

### Week 3
- **Aug 19**
  - Executive Committee Meeting
  - Faculty Request Due
  - Administration Day
  - Faculty Request Due

### Week 4
- **Aug 26**
  - Faculty Request Due
  - Administration Day
- **Sep 2**
  - Faculty Request Due

### Week 5
- **Sep 9**
  - Executive Committee Meeting
  - Faculty Request Due
  - Administration Day

### Week 6
- **Sep 16**
  - Faculty Request Due
  - Administration Day

### Week 7
- **Sep 23**
  - Faculty Request Due
  - Administration Day

### Week 8
- **Sep 30**
  - Executive Committee Meeting
  - Faculty Request Due

### Week 9
- **Oct 7**
  - Executive Committee Meeting
  - Faculty Request Due

### Week 10
- **Oct 14**
  - Faculty Request Due
  - Administration Day

### Week 11
- **Oct 21**
  - Faculty Request Due
  - Administration Day

### Week 12
- **Nov 4**
  - Faculty Request Due
  - Administration Day

### Week 13
- **Nov 11**
  - Executive Committee Meeting
  - Faculty Request Due

### Week 14
- **Nov 18**
  - Faculty Request Due
  - Administration Day

### Week 15
- **Nov 25**
  - Faculty Request Due
  - Administration Day

### Week 16
- **Dec 2**
  - Executive Committee Meeting
  - Faculty Request Due

### Week 17
- **Dec 9**
  - Faculty Request Due
  - Administration Day

### Week 18
- **Dec 16**
  - Faculty Request Due
  - Administration Day

### Week 19
- **Dec 23**
  - Faculty Request Due
  - Administration Day
### Budget Development and Planning Semester Calendar - Fall 2018 Option 3B Draft

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5/2/2018
As part of the annual resource allocation process, the Planning and Resource Allocation Committee (PARAC) finalized the prioritization of the ePAR Equipment & Facilities requests on April 27, 2018. The recommendation from PARAC will be presented to the Council.

ePAR Facilities Ranking (PARAC 04.27.18):

- F71 Outdoor Bathrooms
- F40 NCC Ramp
- F19 Access Control (Rocklin)
- F17 Additional Restroom Upgrades
- F59 NCC Door
- F24 A Building HVAC
- F21 LRC Elevator Renovations, Phase 2
- F30 J Building Upgrade
- F16 Fire Alarm Phase 2
- F27 G Building Upgrade
- F81 Training Room
- F39 NCC Ditch
- F25 E Building Upgrade
- F36 NCC Yard 1/2
- F38 NT Maintenance
- F46 NCC Gutters & Downspouts
- F52 N21 Roof
ePAR Equipment Ranking (PARAC 04.27.18):

Agenda Item No. 1718-59.
Vice President of Administrative Services, Erik Skinner, and Director of Facilities & Construction, Laura Doty, will present a revised Facilities Master Plan (FMP) approved by the FMP Task Force at their April 19, 2018 meeting.

Task Force Membership:

- **Academic**
  - Matt Jewett
  - Shawna Martinez
  - Stan Spencer
  - Tim Palmer (alternate)

- **ASSC/Student**
  - Edgar Verduzco

- **Classified**
  - Anthony Gill
  - Mike Glashan
  - Matt Harrison
  - Ryan Goodpastor (alternate)

- **Management**
  - Anne Fleischmann
  - Linda Fisher
  - Lucas Moosman

Task Force Lead: Willy Duncan, Erik Skinner
District Support: Laura Doty (Facilities), Mandy Davies (Student Services), Rebecca Bocchicchio (Instruction), Sabrina Pape (Learning Center), Erik Cooper (Research), Amanda Mellett (Facilities)
Supporting Consultants: Kevin Cobb, Miguel Castellanos (AP Architects)
The Five-Year Construction Plan is an annual report required by the California Community College Chancellor’s Office (CCCCO) for capital construction funding. The Five-Year Construction Plan outlines the needs of the District over a five year period and provides the basis for the CCCC’s recommended projects to the State Department of Finance (DOF). Initial Project Proposals (IPP’s) and Final Project Proposals (FPP’s) are submitted at the same time.

Vice President of Administrative Services, Erik Skinner, and Director of Facilities & Construction, Laura Doty, will present the District’s Five-Year Construction Plan.
The Program Review Committee is a committee of the Academic Senate, created to represent the Senate’s interest in program quality and improvement and to offer a systematic evaluation of instructional and student service programs as an element of strategic planning and resource allocation. During the year, the committee oversees Program Review for programs, reviews its own processes, and plans for the next cycle. Although the committee represents the Academic Senate, the goal is to include classified and management representatives since all units share an interest in the evaluations and recommendations. Dr. Barry Abrams will present the 2017-18 report.

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<thead>
<tr>
<th>2017-18 Program Review Committee</th>
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<tr>
<td><strong>Faculty</strong></td>
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<tr>
<td>Barry Abrams (Chair)</td>
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<td>Michelle Coder</td>
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<td>Julie Colombo</td>
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<td>Kent Fortin</td>
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<td>Don Harris</td>
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<td>Katie Juras</td>
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<td>Brandi McEvoy</td>
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<td>Rhiannon Porter</td>
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<td><strong>Management</strong></td>
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<td>Jill Alcorn</td>
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<td>Julie Arreguy</td>
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<td>Erik Cooper</td>
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<td>Lynn Medeiros</td>
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<td>Nancy Schwab</td>
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Agenda Item No. 1718-60.
The Educational Effectiveness Committee completed its evaluation of the assessment cycle from 2014-17. The co-chairs will present the annual report highlighting assessment participation across the institution.
<table>
<thead>
<tr>
<th>Subject:</th>
<th>R4S Workgroup Recommendations</th>
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<tr>
<td>Enclosure:</td>
<td>None</td>
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<td>Responsible Entity/staff:</td>
<td>STRATEGIC COUNCIL</td>
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<td>Mandy Davies</td>
<td>Vice President, Student Services</td>
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<td>Rebecca Bocchicchio</td>
<td>Vice President, Instruction</td>
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<td>Reason for Consideration:</td>
<td>Information/Action</td>
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Vice President of Student Services, Mandy Davies, and Vice President of Instruction, Rebecca Bocchicchio, will present the R4S Workgroup recommendations.
Recollections are composed for each Strategic Council meeting to create a record of actions taken by the Council. The recollections are presented to the group at a subsequent meeting for review to ensure clarity of understanding and to provide future Strategic Council direction.

Agendas and recollections are available:
- Inside.Sierra/Administration & Operations/President’s Office/Shared Governance Documents/ Strategic Council

District Budget Information is also available from Business Services:
- Inside.Sierra/Administration & Operations/Business Services/District Financial Information
STRATEGIC COUNCIL DRAFT RECOLLECTIONS

The hand-outs and presentations referred to in the recollections may be found Inside.Sierra/Administration & Operations/President’s Office/Shared Governance Documents/Strategic Council. Agendas and recollections may be found Inside.Sierra at the location noted above or on the website: [http://www.sierracollege.edu/planning-governance/governance/councils-committees/strategic-council.php](http://www.sierracollege.edu/planning-governance/governance/councils-committees/strategic-council.php).

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**Meeting Date/Location/Time:**
Friday, April 6, 2018
Board Room (LR-133)
Called to order at approximately 9:06a by Mr. Duncan

**In Attendance:**

<table>
<thead>
<tr>
<th>Classified Members:</th>
<th>Faculty Members:</th>
<th>Management Members:</th>
<th>Student Members:</th>
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<tbody>
<tr>
<td>Jennifer Eaton</td>
<td>Michael Brelle</td>
<td>Rebecca Bocchicchio</td>
<td>Dianne Khlok</td>
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<td>Greg Harnage</td>
<td>Paul Cooper</td>
<td>Lucas Moosman</td>
<td>Nooria Munir</td>
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<td>Christine Yorde</td>
<td>Vernon Martin</td>
<td>Stephanie Ortiz</td>
<td>Josh Vines</td>
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<td>Andrea Neptune</td>
<td>Sabrina Pape</td>
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<td>Linda Williams</td>
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Superintendent/President (Chair/non-voting) – Mr. William Duncan
Administrative Assistant, President’s Office (recorder) – Stacey Carroll

**Agenda Item: 1718-45. Reports & Updates: a) President’s Report**

**Presenter(s):**
Willy Duncan, Superintendent/President

**Reason for Consideration:**
Information/Discussion

**Discussion Points/Questions:**
- Serving on CEO Workgroup for new proposed Funding Formula; group is meeting with Department of Finance next week; presenting at CIO conference next week as well
  - Many unknowns; if enacted, will be major change for system
  - CEO Workgroup is recommending caution and to move slowly or it could be damaging to system
  - The system is gaining ground on student success; workgroup wants to ensure new funding formula will continue to support those efforts

**Agenda Item: 1718-45. Reports & Updates: b) Budget Update**

**Discussion Points/Questions:**
- On agenda

**Discussion Participants:**
**Agenda Item:** 1718-45. Reports & Updates: c) Staffing Update

**Supporting Documents:**
Handout: 2017-2018 Strategic Council/PARAC Staffing Status as of 4/3/18 (3 pgs); emailed 04/04/18; 2017-2018 Strategic Council/PARAC Staffing Status as of 4/3/18 (3 pgs) distributed at meeting

**Presenter(s):**
Ryan Davis, Vice President, Human Resources

**Reason for Consideration:**
Information/Action

**Discussion Participants:**

<table>
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<tr>
<th>Discussion Points/Questions:</th>
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<tr>
<td>- There were changes to the Staffing Status emailed on 4/4/18; two classified positions were added: Biology Instructional Assistant NCC and Curriculum Specialist</td>
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<td>- Changes since the last meeting are highlighted in pink on the report</td>
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*Note: Positions in italics are new on the report or have new information*

**Current Active Positions – Classified:**
Financial Aid Technician (Outreach; new)
Student Employment Specialist (New)
Systems Analyst Programmer, Sr. (SSSP; replacement) – on hold
Technology Specialist (Business & Technology; new)
Accountant (Grant Programs; new)
Evaluations & Student Support Specialist (Replacement)
Instructional Assistant (Biological Sciences; replacement) – opened in position, deadline 02/28/17; opened to public, deadline 07/03/17; opened in position, deadline 2/20/18; opened to public, deadline 3/14/18
Financial Aid Guardian Scholar & SST (formerly SST CAFYES; new) – opened to public, deadline 06/27/17; recruitment canceled
Articulation Officer (Replacement) – opened to public, deadline 01/08/18; hired Laura Harris
Student Services Technician – Admissions & Records (Replacement) – opened in position, deadline 01/30/18; opened to public, deadline 2/21/18
Web Developer & Designer (previously Multimedia Graphics & Web Specialist (Replacement) – opened to public, deadline 3/27/18
Custodian (Replacement) – opened in position, deadline 11/8/17; opened to the public, deadline 12/5/17, no hire; opened in position, deadline 01/29/18; opened to public, deadline 2/20/18
Instructional Assistant – Advanced Manufacturing, Construction & Welding (previously Instructional Program Specialist, Metals; replacement) – opened to public, deadline 02/20/18; hired Greg Hughes
Accountant (Replacement) – opened to public, deadline 01/29/18; hired Christine Yorde
Administrative Student Services Technician (Tahoe-Truckee; replacement)
Athletic Trainer (Replacement) – opened to public, deadline 3/6/18

Systems Administrator (Replacement) – opened to public, deadline 01/25/18; hired Greg Dorando

Administrative Assistant (President’s Office; replacement) – opened in position, deadline 01/29/18; hired Stacey Carroll

Facilities Maintenance Technician (Residence Life; replacement)
Administrative Assistant (IIT; replacement) – opened in position, deadline 2/26/18; opened to public, deadline 3/21/18

Network Support Specialist (Replacement)

Junior Accountant (Replacement)

DSPS Technician (Replacement)

Custodian (Replacement)

Student Engagement Specialist (Replacement)

Instructional Assistant (Biology NCC; replacement)

Curriculum Specialist (Replacement)

Current Active Positions - Management:
Associate Dean, Liberal Arts (Replacement) – opened to public, deadline 02/23/18

Vice President, Instruction (Replacement) – opened to all employees, deadline 10/23/17; Interim replacement – Rebecca Bocchicchio; opened to public, deadline 02/05/18; hired Rebecca Bocchicchio

Dean, Student Retention & Completion (previously Dean, Student Services; replacement) – opened to public, deadline 03/06/18

Strong Work Force Supervisor (previously Strong Work Force Manager; new) – opened to public, deadline 01/22/18; hired Pamela Crespin

Dean, Sciences & Mathematics (Replacement) – opened to public, deadline 02/28/18

Executive Dean (Enrollment & Student Success, Instruction; replacement)

Current Active Positions - Faculty:
Mathematics instructor – opened to public, deadline 02/07/18

DSPS Coordinator (New) – 100% DSPS funded – opened to public, deadline 04/19/17; reopened to public, deadline 02/21/18

Campus Life Coordinator (Replacement) – opened to public, deadline 3/26/18

Counselor (DSPS; New) – opened to public, deadline 02/26/18

Mathematics instructor – opened to public, deadline 02/07/18

Music instructor (Replacement) – opened to public, deadline 02/14/18

Developmental Mathematics instructor

Biology – Anatomy/Physiology instructor

Communications instructor – opened to public, deadline 02/05/18

CIS/Cyber Security instructor (New) – opened to public, deadline 03/21/18
### Conclusion/Action:
There were no dissents to the staffing recommendations:

**REPLACEMENT/NEW CLASSIFIED POSITIONS:**
1. Administrative Assistant (IIT; replacement)
2. Network Support Specialist (Replacement)
3. Junior Accountant (Replacement)
4. DSPS Technician (Replacement)
5. Custodian (Replacement)
6. Student Engagement Specialist (Replacement)
7. Instructional Assistant (Biology NCC; replacement)
8. Curriculum Specialist (Replacement)

**REPLACEMENT/NEW MANAGEMENT POSITIONS:**
1. Executive Dean (Enrollment & Student Success; replacement)

**REPLACEMENT/NEW FACULTY POSITIONS:**
1. Enrollment Services Counselor (One year LTT)

### Agenda Item: 1718-45. Reports & Updates: d) Technology Update

**Supporting Documents:**
Handout (distributed at the meeting): District Technology Project List – Active Approved, 4/5/2018 (1 pg)

**Presenter(s):**
Tom Benton, Chief Technology Officer

**Reason for Consideration:**
Information/Discussion

**Discussion Points/Questions:**
- The Financial Aid Verification project has been added in the “New in Last 30 Days” section of the project list
- Banner 9 upgrade is taking a lot of resources in IIT and other key departments; requires new infrastructure, end-user interface and re-writing of District customizations
- Question regarding the need for Windows 10 with Banner upgrade; IIT hopes to upgrade computers to Windows 10 prior to use of Banner 9; not required, but will optimize performance
- Many departments across campus use work orders/service requests/service tickets (e.g. IIT, Facilities, Marketing); purchasing new product called Team Dynamix; contract will be on board agenda
- Pilot program underway to evaluate solutions for the telephone system upgrade; demos will be held in the next month or two
- Redesigned academic pages will connect to Career Coach in order for students to see potential employment opportunities in the local area; vendor has been selected; Marketing working with department chairs for content; project should be completed early

**Discussion Participants:**
Christine Yorde
Mandy Davies
- Implementation team for new class scheduling software will be formed soon; consultant will be hired to lead implementation; projected completion is fall 2019
- Mobile App is going live with registration (including add/drop) on 4/18/18, in time for the Promise kick-off
  - As back-up for Promise event registration, Promise team has booked as many computer labs as possible
- Wifi upgrade will be done in three phases:
  - Phase 1 (ePAR funded) focuses on replacing access points; will be completed over the summer
  - Phase 2 will add access points in places that do not currently have them
  - Phase 3 includes replacement of 10-year old switches
- Question regarding Nursing Admission application; current application is paper and labor intensive; IIT is evaluating whether the Banner application will meet department’s needs

**Agenda Item: 1718-45. Reports & Updates: e) PARAC Report**

<table>
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<tr>
<th>Presenter(s):</th>
<th>Erik Cooper, Dean, Planning, Research and Resource Development</th>
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<td>Reason for Consideration:</td>
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**Discussion Points/Questions:**
- The last PARAC meeting was on March 23; the group reviewed the Exec team rankings of Facilities and Equipment; ranking will be finalized at the April 27 PARAC meeting

**Discussion Participants:**

**Agenda Item: 1718-45. Reports & Updates: f) Accreditation Update**

**Discussion Points/Questions:**
- On Agenda

**Discussion Participants:**

**Agenda Item: 1718-45. Reports & Updates: g) Facilities Master Plan Update**

<table>
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<tr>
<th>Presenter(s):</th>
<th>Erik Skinner, Vice President, Administrative Services</th>
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<td>Reason for Consideration:</td>
<td>Information/Discussion</td>
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**Discussion Points/Questions:**
- The FMP Task Force met on 4/2/18; potential locations for the dorm were discussed, along with prioritization and timing of projects with assumption the Bond will pass
- Logistics, such as swing space, need to be considered; also ways to maximize state funding
- A more detailed update will be provided at the May 11 Strategic Council meeting

**Discussion Participants:**
- Laura Doty
- Willy Duncan

**Agenda Item: 1718-45. Reports & Updates: h) Reengineering for Success Update**

**Supporting Documents:**
Handouts (distributed at the meeting):
1. Interest Areas Overview (1 pg)
### 2. Re-Engineering Sierra College for Student Success (R4S) Road Map (1 pg)

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<th>Presenter(s):</th>
<th>Reason for Consideration: Information/Discussion</th>
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<tr>
<td>Pat Efseaff, Executive Dean, Enrollment &amp; Student Success, Student Services</td>
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#### Discussion Points/Questions:
- The Presidential Taskforce has completed its work; the January conference during convocation week was the culminating event; Staff Development will consider using the same format for future events
- The R4S 2.0 group is a short-term planning committee tasked with providing a recommendation for a sustainable structure for ongoing R4S efforts; they will be making a recommendation to the Superintendent/President
  - Options include adding to an existing body, creating a new body, or looking at governance structure as a whole
  - Current governance website lists 42 committees; no structure
- The Interest Area Handout lists the nine Interest Areas and the programs included in each area; student enrollment in each area is included as well
- Counselors have submitted their preferred interest area; the goal is to have adequate counselor coverage based on number of students in each area
- Question regarding the Design Team, if the team is looking at committee structure and who should be on it, or if the team is working on the Interest Areas themselves
  - Concern was expressed that the scope of the committee was not as described to Academic Senate; appears to be a disconnect between work plan submitted and the Academic Senate minutes
  - Design team needs to first identify what the committee will be working on and who needs to be on it
  - Simply a starting point for an implementation team; goal is to have call-out completed by the end of the semester
- Moving toward services around each interest area instead of in silos
- Lists will made to describe what will occur for a student with 0-15 units or 15-30 units; the lists will be handed off to the steering committee for development
- Steering committee may make changes to framework during implementation
- The R4S Roadmap handout includes milestones and the sub-groups:
  - Clarify the Path includes Website Redesign (Donnelly), Dual Enrollment (Moosman/Myers), Promise (Ervin/Keroher), Coordinate Outreach and Recruitment (Ervin/new ES counselor)
  - Help Students Get on the Path includes Redesign Onboarding with integrated career planning (Efseaff), Summer Bridge

#### Discussion Participants:
- Vernon Martin
- Andrea Neptune
- Mandy Davies
Strategic Council Agenda 05/11/18

Agenda Item: 1718-45. Reports & Updates: i) Board Policy & Administrative Procedure Update

Discussion Points/Questions:
- None submitted

Discussion Participants:

Agenda Item: 1718-46. Institutional Effectiveness Partnership Initiative (IEPI) Planning Metrics Update

Presenter(s):
Erik Cooper, Dean, Planning, Research and Resource Development

Reason for Consideration: Information/Discussion

Discussion Points/Questions:
- Changes to IEPI framework were discussed by Strategic Council in January; the following week, the California Community College Chancellor's Office (CCCCO) suspended the program and put together a team to simplify the framework
- Revision will include the CCCO Vision for Student Success; Strategic Council representatives may want to review the executive summary
- Changes will tie in with current discussions to simplify District's metrics
- Strategic Council and Academic Senate have provided recommended changes; will be discussed next fall as part of Education Master Plan update
- Discussion of Strategic Master Plan has also been delayed

Discussion Participants:

Agenda Item: 1718-47. Institutional Metrics & Goals

Supporting Documents:
PowerPoint: “Eye on the Prize II: Brass Tacks & Quick Facts” (8 slides)

Presenter(s):
Erik Cooper, Dean, Planning, Research and Resource Development

Reason for Consideration: Information/Action

Discussion Points/Questions:
- Current institutional goals (SMP = Strategic Master Plan goal; EMP = Education Master Plan goal):
  1. Achieve equitable access and increase student success, retention and persistence in order to increase the number of students who complete certificates and degrees or transfer

Discussion Participants:
to four year colleges and universities while maintaining high levels of academic integrity. (SMP)

2. Identify and close success and equity gaps amongst underserved and/or underrepresented student populations. (SMP)

3. Stabilize or grow student enrollment by increasing the number of students at Sierra College and/or increasing the proportion of students attending full-time. (EMP)

4. Realign course offerings to meet student demand. (EMP)

5. Increase the number of students successfully completing math, English, and ESL sequences in a timely manner. (EMP)

- The following metrics were recommended to be tracked:
  - Completion of:
    - College/transfer level math
    - 30 units during 1st year, 2nd year
    - English 1A
    - Degree/Certificate
    - Major coursework
      - DegreeWorks completion percentage not reliable; how calculation is made is unknown
  - Transfer
    - Added at request of Academic Senate; number lags which means past cohorts would need to be evaluated
  - Slide #7 shows the metrics for the five goals; the red line represents the suggested target
  - Feedback is needed by May 11 in order to present goals to the Board of Trustees during the summer planning session

- The "Completed major coursework" metric is intended to be both a goal to track major course work completed and to track whether students complete the required major coursework
- First three metrics are good to track degree/transfer students but not necessarily certificate students
- Tracking major coursework completed will help determine if students have the appropriate goal
- Students who take major coursework early are more likely to persist
- Discussion regarding transfer students; students who transfer and students who are transfer ready are both tracked
- Questions regarding the source of information for the targets; the National Student Clearinghouse tracks student major, graduation, time to completion
- AB705 may drastically change placement policy; English and Math completion rates for incoming students may be affected
- AB3101 would fix CCCApply by simplifying the registration process with less information needed up front
- Big piece of R4S is to help students make more informed decisions; as a result, metrics should improve
- R4S commitments (e.g. summer bridge program, 15 units per semester, FAFSA completion) plus the shift of counselors and student support will address risk factors; through formation of interest areas the entire institution will be primed to get more students to their goals
- Would like to move from shotgun approach to scaffolding approach for upcoming Education Master Plan discussions; ultimately, don’t know what makes students succeed, no clear checklist of items
- The CCCCO Vision for Success goals were reviewed; the District may be required to adopt the system goals as part of new funding formula; they are similar to the District goals
- Agenda item will be brought back at the next meeting for action; members should be ready to approve or provide feedback from constituents

**Conclusion/Action:**
- The item will be brought back at the next meeting for action

**Agenda Item:** 1718-48. Accreditation Update

**Supporting Documents:**

**Presenter(s):**
Erik Cooper, Dean, Planning, Research and Resource Development

**Reason for Consideration:**
Information/Discussion

**Discussion Points/Questions:**
- The comprehensive review for accreditation starts with the institutional self-evaluation report (ISER; aka the Self-Study), wherein the institution conducts an evaluation of itself against the Accrediting Commission for Community and Junior Colleges (ACCJC) standards and in terms of its stated institutional mission and goals
- The Evaluation team examines the ISER, visits the institution, and writes a Team Report that determines the institution’s compliance

**Discussion Participants:**
Rebecca Bocchicchio
Greg Harnage
Vernon Martin
Willy Duncan
Mandy Davies
with the standards and other requirements; if needed, the evaluation report includes recommendations for improvement.
- The Evaluation team visit is scheduled for October 2019; the team’s evaluation report will be reviewed by the commission in January 2020.
- The ISER is comprised of the following sections:
  1. College Facts and Organization; including Eligibility Requirements
  2. Response to Standards:
     - Standard #1 – Mission, Academic Quality and Institutional Effectiveness, and Integrity (Cooper)
     - Standard #2 – Student Learning Programs and Support Services (Karau/Moosman)
     - Standard #3 – Resources (Skinner)
     - Standard #4 – Leadership and Governance (Hallam/Martin)
  3. Quality Focus Essay (QFE)
     - The QFE should describe two or three areas taken from the ISER which the institution has decided to act (action projects), which will significantly improve student learning and student achievement over a multi-year period
     - Writing teams have provided several topic suggestions, which will be presented to shared governance; R4S is an example of good topic
     - Detail should include responsible parties, timeline, and anticipated outcomes
     - Areas identified become focal points for the Midterm Report
     - There is a 5,000 word limit
- Suggested topics will be vetted through the senates; the ISER topic will be an action item on the May Strategic Council agenda
- Update regarding the Mission/Vision statement review; a survey for feedback was emailed to all staff in March; the workgroup met yesterday to discuss the feedback; once all feedback has been reviewed, the revisions will be forwarded to the senates

Agenda Item: 1718-49. 2018-19 Budget Update

Supporting Documents:
PowerPoint: “2018-19 Budget: Update to Strategic Council” (7 slides)

Presenter[s]:
Erik Skinner, Vice President, Administrative Services

Reason for Consideration:
Information/Discussion

Discussion Points/Questions:
- The 2018-19 budget is a moving target due to uncertainty about the proposed funding formula
  - New formula likely to be enacted; may be biggest change in funding in last 30 years
  - Negotiations regarding the formula are mostly in private

Discussion Participants:
meetings between groups such as the Department of Finance, legislative committees, community college advocates and the CEO work group; Willy is a member of the CEO work group
- CEO Workgroup recommends a two year phase-in including two years of Hold Harmless funding; a legislative proposal recommends waiting one year for implementation in order to evaluate options
- The formula will likely be connected to the CCCCO Vision for Success
- More information will be released with the May budget revision (the May Revise)
- Implications to District are unknown; creates significant amount of uncertainty
- It will be important to not overcommit, especially salaries because it is hard to undo commitments made to staff
- District faces increased costs such as longevity increases and contributions to PERS/STRS
- Planning should include ability to adapt quickly
- Business Office has been modeling different scenarios based on proposals and the different versions of the Hold Harmless provision
- Restricted funds such as SSSP and Guided Pathways will still be available
- It has been suggested allocation of categoricals come in form of a block grant; still focused on student success, but may allow some flexibility

- Question regarding the prioritization of faculty positions, if the District will change course to allow flexibility
- District will stay the course; relatively conservative in actions without stopping momentum
**Agenda Item: 1718-50. Campus Security: Incident Command Team Update**

**Supporting Documents:**
Handout: Campus Security: Incident Command Team Update 4-6-18 (1 pg)

**Presenter(s):**
Erik Skinner, Vice President, Administrative Services

**Reason for Consideration:**
Information/Discussion

**Discussion Points/Questions:**
- Background information (from the handout):
  - All Federal and State departments and agencies, including all educational institutions, must comply with the National Incident Management System (NIMS) per Homeland Security Presidential Directive 5
  - Additionally, California follows a Standardized Emergency Management System (SEMS) to improve disaster response coordination; all State agencies are required to comply
  - NIMS/SEMS require that Sierra College’s emergency response be organized according to the Incident Command System (ICS)
  - The Rocklin Campus Emergency Operations Plan (EOP) has been drafted in compliance with NIMS/SEMS and the Incident Command Team (ICT) has been organized and is being trained in accordance with the ICS
  - The ICT is responsible for assessing the incident, developing a response plan and activating the plan once approved
  - The Incident Commander reports to the Policy Group (the Superintendent/President and vice presidents) for review and approval of the specific incident response plan
- The Rocklin ICT has led the majority of safety activities in last year
- A new phase of training began summer 2017, there are three trainings left
- Preparations include: creation of established foundational documents; assigned roles/responsibilities for managers; activation protocols; and development of communication templates
- The draft EOP and is in the review process; will eventually go to the Board of Trustees for approval
- Campus wide training and drills are being discussed; hoping to have training year-round, would like to include building-specific or scenario-specific training
- ICT team needs bandwidth to continue, including formally dedicating existing staff time
- Safety measures are taking place around campus, such as checking and repairing all door locks
- A request to include all campuses and centers in the EOP; all campuses are considered with regard to technology upgrades and/or training
- Staff often get questions about emergency procedures but do not

**Discussion Participants:**
Stephanie Ortiz
Greg Harnage
know who to contact; contact information with roles and responsibilities will be distributed

- Question regarding the Rocklin Police Department’s role in the EOP/ICT; Rocklin PD is a first-responder to any incident; however, they do not control the ICT; two Rocklin PD officers are stationed on campus
- Question regarding the distribution of ICT updates, how broad and how often; information will be shared more broadly
  - Particularly after an incident, a report or update to the campus would be helpful
- Campus security was a topic during Pizza with the Prez (Willy’s pizza lunch with students); Willy also meets regularly with the ASSC President/Student Trustee and has discussed ways to get more information out to the students

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<tr>
<th>Presenter(s)</th>
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<tbody>
<tr>
<td>Paul Cooper</td>
<td>Andrea Neptune</td>
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<td>Willy Duncan</td>
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**Agenda Item: 1718-51. Review 02/02/17 Recollections**

**Supporting Documents:** Recollections are included in the agenda

**Reason for Consideration:** Information/Action

**Conclusion/Action:**
- The recollections were accepted as submitted

**Agenda Item: 1718-52. Future Agenda Topics and Meeting Dates**

**Reason for Consideration:** Information/Discussion

**Discussion Points/Questions:**
- A suggestion was made to add AB 19 – California College Promise to future agenda items
- The next Strategic Council meeting is Friday, May 11, 2018

**Discussion Participants:**
Linda Williams

**Agenda Item: 1718-53. Check-out and Adjournment**

**Reason for Consideration:** Information/Action

**Discussion Points/Questions:**
- An update on Measure E was provided by Foundation Executive Director Sonbol Aliabadi; effort is moving quickly; volunteers are needed to make phone calls and walk neighborhoods
- Election day is June 5; however, almost 70% of voters in Placer County vote-by-mail; vote-by-mail ballots will go out early May
- The Board of Trustees fully support the bond
- Please contact sonbol@yesonmeasureE.com for questions or information and visit the Facebook page

**Discussion Participants:**
Sonbol Aliabadi

**Conclusion/Action:**
- The meeting was adjourned at approximately 11:25a
Sierra Joint Community College District
Strategic Council Meeting
May 11, 2018

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<tr>
<th>Subject:</th>
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<tr>
<td>Enclosure:</td>
<td>None</td>
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| Responsible Entity/staff: | STRATEGIC COUNCIL  
Mr. William H. Duncan  
Superintendent/President |
| Reason for Consideration: | Information/Discussion |

**Future Agenda Items:**
- Planning
- Accreditation
- California College Promise (AB 19)

**Scheduled Meetings:**
Spring 2018 (tentative)
- August 24 – Orientation
- August 31
- October 5
- November 2
- December 7