

GROSSMONT COLLEGE
Planning & Institutional Effectiveness Committee (PIEC)
Friday, November 19, 2021
11:00 a.m.–12:30p.m.
PIEC Zoom Room
Meeting Notes

Purpose The goal of the Planning and Institutional Effectiveness Committee is to ensure a culture of continuous quality improvement and data-informed decision-making. Best practices for institutional effectiveness include improving equity and student learning and achievement by analyzing data and using results to inform practice. It uses environmental scan data as well as institutional outcomes to drive institutional responses. The committee reviews program assessment results against the college’s mission, values, and strategic goals. The committee is also responsible for assuring the continuous integration of planning across the campus, regularly evaluating the college's progress to ensure institutional effectiveness.

CO-CHAIRS	ASSOCIATED STUDENTS OF GROSSMONT COLLEGE	ADVISORY
<input checked="" type="checkbox"/> Joan Garcia Ahrens	<input checked="" type="checkbox"/> Karla Moore	<input checked="" type="checkbox"/> Marshall Fulbright
<input checked="" type="checkbox"/> Danielle Feliciano	<input type="checkbox"/> Vacant	<input type="checkbox"/> Marsha Gable
	<input type="checkbox"/> Vacant	<input type="checkbox"/> Bill McGreevy
		<input checked="" type="checkbox"/> Victoria Christine Rodriguez
		<input checked="" type="checkbox"/> Kelly Menck Joyce Fries
		<input checked="" type="checkbox"/> Natalie Ray

ACADEMIC SENATE	CLASSIFIED SENATE	ADMINISTRATORS’ ASSOCIATION
<input checked="" type="checkbox"/> Lara Braff	<input checked="" type="checkbox"/> Alexis Lytle, Brown proxy for Iliana Garcia	<input checked="" type="checkbox"/> Courtney Williams
<input type="checkbox"/> Natalia Aylett	<input checked="" type="checkbox"/> Graylin Clavell	<input checked="" type="checkbox"/> Niko Crumpton
<input type="checkbox"/> Krystle Jones		<input type="checkbox"/> Wayne Branker

EX-OFFICIO	CPIE	GUEST
<input type="checkbox"/> Dean of Student Success & Equity (vacant)	<input checked="" type="checkbox"/> Cindy Emerson	<input checked="" type="checkbox"/> Tate Hurvitz
<input checked="" type="checkbox"/> Susana Munoz	<input checked="" type="checkbox"/> Veronica Rosales	<input type="checkbox"/>
<input checked="" type="checkbox"/> Felicia Kalker	<input type="checkbox"/> Kay Watson	<input type="checkbox"/>

ROUTINE BUSINESS	
1. Welcome and Introductions	Joan welcomed the all members.
2. Public Comment	None
3. Additions/Deletions to Agenda	Joan inserted item # 7, Continue of FA 2021 Annual Planning–Report to College Council Gap Analysis
4. Approve 10/15/2021 meeting notes	<p>Joan requested some additions to Item #5 Gap #2 and Gap #3. The sections are listed below with the additions highlighted.</p> <p>Gap #2 There is a lack of clear delineation between strategic hire requests and on-cycle hire requests. This gap was highlighted when a unit submitted their AUP requesting a classified staffing position. The CPIE office could not locate the staffing request and had to do research. There was confusion whether the unit needed to create a classified staffing request since the unit did not know the status of the strategic hire form. Units need clarification from the District and President’s Cabinet what the status of a strategic hire request is. Clarification needs to be documented and transparent in a staffing request/resource allocation manual for deans/managers’ easy reference.</p>

	<p>Gap #3 There is no clear process for hiring new managers/ directors/administrators. Deans/managers need to have access to clear information in order to plan accordingly. There was confusion whether the unit needed to create a new strategic hire form, a faculty, or a classified staffing request for the New PVAC Director. Through research the CPIE office found an organization modification and strategic hire form was created and submitted in Fall 2019. The unit was not provided a status report on the strategic hire request and did not know how to move forward to fill this needed position. A process needs to be documented and transparent (e.g., hiring manual). Quorum was not met. The notes will be held for approval with the above changes at the next PIEC meeting.</p>
CONSENSUS	
<p>5. Move PIEC meeting from January 21st, 2022 to January 28th 2022</p>	<p>Faculty is off contract on January 21st. Therefore, the co-chairs recommended the meeting be moved to the following Friday, January 28th. Quorum was not met. Attending members decided to consensus via email. There was concern of an ADSOC meeting conflict. Cindy checked the calendar and ADSOC is not meeting on the 28th.</p>
ROUTINE BUSINESS	
<p>6. Strategic Plan Update</p> <ul style="list-style-type: none"> a. Vision/Mission Update (Danielle) b. Facilities Master Planning– Gensler (Danielle) c. Fall Planning Forum-Key takeaways (Victoria, Veronica, & Cindy) 	<p>Vision/Mission Update: Danielle Feliciano shared that Joan and Denise presented Grossmont College’s new Vision and Mission at the November 9th Governing Board meeting for approval. It was approved unanimously.</p> <p>Facilities Master Planning: The Strategic Planning Committee met with members from Gensler, the consulting group that is working with the district and campus facilities on the master plan. Gensler emphasized they are trying to adhere to our vision, mission and strategic plan. They follow a five step framework: (1) prepare, (2) analyze, (3) frame, (4) explore, (5) and recommend. Their goal is to recommend to the Governing Board by June 2022. They are specifically looking at our campus physical environment and seeking input from our community. Everyone should have received a survey from Bernadette Black. It has been sent out several times, and it closes today. The survey is designed to help Gensler understand our campus experiences. The results of the survey will affect future planning. The survey was customized to our campus with a focus on personal well-being. In January or February Gensler will hold focus groups.</p> <p>Gensler shared a summary that was reflective of our fall planning series regarding what we want for our students and ourselves. Some examples were: We want the campus to be more intuitive and easier to navigate. We want the space to be welcoming. We want students to feel like they belong. Wonderings were: Is there a way we can better use our outdoor spaces? Can we add more murals and arts? Can we have a farmer’s market? Can we have a space for students who have housing insecurity? Can we offer a space where they can shower safely?</p> <p>Lastly, Gensler asked us about our favorite and least favorite places on campus. We learned of peoples’ favorite places to “get away”. Then they gave us an assignment. They asked us to go around campus and take pictures of our favorite place on campus. Then email the picture and the reason why it is our favorite place to: Grossmont.cpie@gcccd.edu.</p> <p>If you were not able to participate in the Strategic Planning Steering Committee/Gensler meeting you can review the PowerPoint in the PIEC Committee Google site to learn more details.</p> <p>Fall Planning Forum-Key takeaway: Tabled</p>

<p>7. Continue of FA 21 Annual Planning (Joan)</p> <p>a. Report to College Council: Gap Analysis</p>	<p>Joan shared a Draft AUP Newsletter, Volume 1, Issue 1. She stated this is a PIEC newsletter and encouraged PIEC members to contact Danielle or her if they have comments or recommendations for the newsletter. She pointed out the date of December 2nd on the newsletter and stated it matches the date she and Danielle will present the AUP Gaps Analysis to the College Council. This newsletter should be shared broadly. It is a report that all participatory governance committees should be aware of.</p> <p>The Resource Requests section is extremely important to be aware of regarding holistic collegewide planning. For example: On page two under Resource Requests, bullet number four shows that instructional technology has five request which total to \$318,000. Joan shared one of the requests was from the Nursing Program for a new audio visual system to coordinate with their high tech, life-like mannequins (\$150,000.). She shared another request was from the Cardio Vascular Technology Program requesting a 3G Ultrasound Machine which needs to be competitive in the field (\$100,000.). Students need to be trained on this type of equipment to be job prepared. She explained that it's PIEC's responsibility to make College Council aware that we don't have a process established for large equipment requests through the AUP process or outside the AUP process. Many colleges have set dollar limits within the AUP process. We don't have a process.</p> <p>We have other areas we need to consider in our planning discussions. In Gap #2, there is not a clear process for hiring managers and directors. An example is the PVAC Director. A Strategic Hire Request was submitted. Status reports were not provided. Do they submit a request through the AUP process? Clarification needs to be documented and a process needs to be developed.</p> <p>Gap #3 addresses the general lack of understanding of the Strategic hire process. When should a unit submit a repeat request? When should an on-cycle request replace an unfulfilled strategic hire request?</p> <p>Gap #4 speaks to the need for a process for submitting a division-wide or institution wide requests. There were several requests for a Teaching and Learning center</p> <p>We encourage innovation. Gap #5 acknowledges the need to establish a process for submitting innovation requests. How would these requests be funded and prioritized?</p> <p>On page three of the newsletter potential solutions are suggested for closing the gaps in the AUP process.</p> <ol style="list-style-type: none">1. Develop a process for examining resource requests holistically.2. Include a formal process for improving resource allocation as a part of Governance Review and Handbook Evaluation.3. Develop a resource allocation manual for purposes of transparency.4. Develop a process for prioritizing major equipment purchase needed for instructional purposes.5. Encourage innovation and establish a process for prioritizing innovation requests. <p>Joan shared the Accreditation and integrated planning standards. ACCJC Standard IB.9: The institution engages in continuous, broad based, systematic evaluation and planning. The institution integrates program review, planning, and resource allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality. Institutional planning addresses short- and long-range needs for educational programs and services and for human, physical, technology, and financial resources. (ER 19)</p>
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	<p>ACCJC Standard IVD.3: The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.</p> <p>The suggestions we are making to College Council are accreditation backed. We need to continually improve, not only for compliance, but for ourselves, and most importantly for our students.</p> <p>This newsletter provides the College Council members to walk away with detailed information in their hands. Essentially, PIEC is making recommendation with how to improve the process by closing the gaps.</p> <p>Tate shared that this newsletter can be used as a broader communication tool because it is an access point for content that people don't have readily available. Joan expressed appreciation for Tate's comment because people put a lot of work into the annual unit plans and she wants to make sure people realize their concerns are being heard.</p>
<p>6. Governance Evaluation</p> <p>a. Governance Handbook</p> <p>i. Add this content to responsibilities: For purposes of planning and making decisions, review external/internal scan Data and participate in collegewide planning forums (e.g., annual spring forum.)</p> <p>ii. Add review AUP annual evaluation/institutional effectiveness report.</p> <p>b. Review Spring 2021 Suggestions</p> <p>c. Review SSE Purpose & Responsibilities (overlap with PIEC)</p> <p>d. If time permits, Review other sections of the handbook</p>	<p>We would like to see more participation from the governance committees in the planning process. As Joan reviewed governance committees at other community colleges she found that other committees participated in the planning. She recommended that all of the committees review the internal and external scan data and participate in the collegewide planning forums. This is the time to make this recommendation since we are currently in the evaluating and refining our governance process to improve how we function as a college.</p> <p>This spring we will need to hold two forums. One forum will focus on our strategic plan. The other forum will focus on our annual unit plan, outcomes assessment, and program review. Last spring, we had sessions that were focused on program review and outcomes assessment. We believe the review of the annual unit plan should be hosted by the College Council, PIEC and CPIE. It should really be hosted by all participatory governance committees so everyone takes ownership. Planning and program review is not just something that PIEC or CPIE hosts. Given that we are in the process of evaluating the governance process we thought this would be a good suggestion to add.</p> <p>Tate commented that the college council is a great spot for leading part of the discussion since it is the apex committee. It has equal representation from each constituencies.</p> <p>Victoria shared that the district services workshop was well attended because the managers and supervisors encouraged their employees to make space to attend. It would be helpful if a similar thing could be done as well.</p> <p>Please take a look at the Student Success and Equity Purpose and Responsibilities and see if there is any overlap with PIEC. We will discuss that at our next PIEC meeting.</p>
<p>7. Workgroup updates:</p> <p>a. Equity Plan—suspend until new interim SSE dean hired</p> <p>b. BP/AP Review meeting with Cuyamaca, 12/01/2021; 3:00–4:00 pm, check with Cindy for the Zoom connection information.</p>	<p>a) We will suspend the work on the equity plan until the interim student success and equity dean is hired.</p> <p>b) The BP/AP review will be with Cuyamaca on 12/1/2021 @ 3:00 pm.</p>

<p>8. Accreditation Update</p>	<p>Tate shared the accreditation team will be providing an update and latest follow-up draft of the accreditation report to the constituencies. During the presentation’s folks will have an opportunity to ask questions. The big things they are looking for now is for departments to get their assessment results in and we are pulling data about completion rates of SLO work at the beginning of next semester in order to include in the final version of the report to go through the governance system for approvals (College Council, Governing Board) to submit by March 1st.</p> <p>Felicia will provide a preview at the Academic Senate meeting of Nuventive of some of the dashboard she has been working on. People will be able to see who has completed course SLOs that were scheduled as well as assessments of their PSLOs. Hopefully when we return from break everyone will be at 100% completion.</p> <p>Joan added that a copy of the follow-up draft was sent to a consultant for review. The consultant will provide feedback the 2nd week of December.</p>
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COMMITTEE/CONSTITUENCY REPORTS

<p>9. Reports on PIEC-related topics from constituency groups and other committees (as needed)</p> <ul style="list-style-type: none"> • Associated Students: • Classified Senate: • Faculty Senate: • Admin Association Committees: 	<p>None</p>
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FOR FOLLOW-UP AT NEXT MEETING

Who	Item	Timeline
Cindy Emerson	Initiate an email to members to vote on moving the January 2022 meeting from Friday the 21 st to Friday the 28 th .	Prior to December 17 th 2021 PIEC meeting.
PIEC Members	Respond to email regarding moving the January 2022 meeting from Friday the 21 st to Friday the 28 th .	Prior to December 17 th 2021 PIEC meeting
PIEC Members	Review SSE Purpose & Responsibilities (overlap with PIEC)	By the December 17 th 2021 Piece meeting.

Next meeting: December 17th, 2021; 11:00–12:30

Planning & Institutional Effectiveness Committee (PIEC)

NORMS

Updated
September 17th, 2021

In participatory government, a high level of collegiality, respect, and civility is expected. Those expectations include the following:

- When measuring consensus members will use the Thumb up- all the way in; Thumb middle- can live with it; Thumb down- want to keep talking about additional solutions.
 - When consensus is final the committee will use the chat entering: yes, no, or abstain.
- A quick check weather check-in at the beginning of the meeting. This would help us calibrate our body language with one another. This may be done orally around the table or through the chat to save time.
- Raise hand to let folks know you are going to speak. Be respectful of others who may have raised their hand before you.
- Everybody's voice is equal, important and valuable.
- If there are times when we feel unsafe. Find ways to recalibrate and move forward in a gentle way.
- Use a parking lot.
- If a proxy is requested make sure the proxy is briefed prior to the meeting.
- Operate under the assumption that everyone is speaking with a positive intent.
- Be solution focused when you don't understand where someone is coming from.
- Periodically check in on our norms and adjust them.
- Conversations in the chat should be discussed.