



Agenda

**Institutional Effectiveness
Council**

Web site: <http://www.lavc.edu/iec>

Committee Members

Administration

- Karen Daar, *VP Academic Affairs*
- Mike Lee, *VP Admin Services*
- Tino Manzano, *VP Student Services*
- Matt Jordan, *Teamsters 911*

Faculty Members

- Ruby Christian-Brougham, *AFT President designee*
- Xiao Liu-Behlendorf, *Chair, WEC*
- Howard Levine, *Chair, BUD**
- Chauncey Maddren, *Senate President*
- Gregory Morrison, *Chair, TECH*
- Christina Peter, *Chair, PEPC*
- Jennifer Read, *Chair, FPC*
- Kevin Sanford, *Chair, EPC*

Staff Members

- Jonathan Hooker, *AFT 1521A*
- Michael Jack, *Bldg. & Trades/WEIU 99*
- Robert Medina, *SEIU 721*

Student Members

- Elijah Rodriguez, *ASU President*
- vacant, *ASU Comm. of Inst. Effectiveness*

Ex Officio

- Barry Gribbons, *LAVC President*

Resource Members

- Jennifer Borucki, *Public Relations*
- Michelle Fowles, *Institutional Effectiveness*
- Ilene Sutter, *Institutional Effectiveness*

*Chair

LAVC Mission Statement: Los Angeles Valley College serves as our students' pathway to their success and career goals. We embrace the diversity of our community and strive to empower all members to be engaged, confident, and productive. Our comprehensive curriculum and support services enrich learning and inspire our students to achieve their personal goals, including completion of certificates, degrees, and transfer requirements. We are dedicated to providing continuing education, and enhancing personal development and quality of life.

IEC Mission Statement: The Institutional Effectiveness Council oversees, coordinates and assesses long-term planning and budgeting for the College as a basis for effective and informed decision-making through shared governance in alignment with the Educational Master Plan forwarding its recommendations to the College President.

1. Approval of agenda
2. Introductions
3. Chair's comments
4. President's remarks
5. Approval of June 6, 2019 minutes
6. President's response to forwarded motions
7. Updates
 - Accreditation – Daar
 - BUD - Lee
 - PEPC - Peter
 - AFT 1521 – Christian-Brougham
8. Old Business
 - a. Shared governance handbook (Fowles)
 - b. Evaluation workgroup (Fowles)
9. New Business
 - a. IEC goals
 - b. SWOT analysis
10. Adjournment

Future IEC Meeting Dates:
 10/1/19, 11/5/19, 12/3/19, 3/3/20, 4/7/20, 5/5/20,
 6/11/20
 (If necessary 9/17/19, 10/15/19, 11/19/19,
 2/18/20, 3/17/20, 4/21/20, 5/19/20)

This meeting will be recorded in order to ensure the accuracy of the minutes

Committee Acronyms:
 BUD - Budget Committee
 EPC - Educational Planning Committee
 FPC - Facilities Planning Committee
 PEPC - Program Effectiveness and Planning Committee
 TECH - Technology Committee
 WEC - Work Environment Committee



**INSTITUTIONAL EFFECTIVENESS COUNCIL MINUTES
JUNE 6, 2019 – 9:00 A.M.
ACA 1601**

Present: Mike Lee, Karen Daar, Florentino Manzano, Ruby Christian-Brougham, Christina Peter, June Miyasaki, Kevin Sanford for Josh Miller, Gregory Morrison, Meredith Leonard, Yih-Mei Hu, Howard Levine, Jonathon Hooker, Denise Noldon, Caesar Taura, Robert Medina

Absent: Michael Jack, Jermain Pipkins, Oscar Juvera

Resources: Jennifer Borucki, Israel Ortiz, Michelle Fowles

Guests: Jamie Holladay-Collins

Recorded by: Ilene Sutter

AN = Action Needed AT = Action Taken D = Discussion I = Information Only

Agenda Item	Discussion/Decisions	
Meeting called to order:	9:10 am	
1. Approval of agenda	AT	• M/S/P J. Miyasaki/M. Leonard
2. Approval of minutes May 21	AT	• M/S/P J. Miyasaki/H. Levine
3. President's response to forwarded motions (Dr. Noldon)	I	<ul style="list-style-type: none"> • Approved the following motions: • Viability reports for CSIS, Emergency Services, and Technology. • The Enrollment Management Committee (EMC) mission, revised committee structure, and revised membership roster. • The Guided Pathways split model advising structure. <ul style="list-style-type: none"> ○ The budget stream for the stipend has not yet been identified. Concerns were raised about committing to faculty stipends without identifying a funding source. <ul style="list-style-type: none"> ▪ J. Miyasaki stated that the structure cannot be approved without agreeing that faculty will be compensated. ▪ The President has modified her approval of the motion, adding that she approves of the advising

structure “*subject to funding modifications.*”

- Guided Pathways and equity funding have been discussed as potential funding sources.

4. **New Business/Discussion & Action items:**

- a. Motion from AFT1521A re: Office space (Hooker) I, D, AT
- **Motion SP19-26** To approve the use of room CC108 for use as the AFT 1521A Union Office.
 - The current office space is in the North Gym, which was designated for use by Kinesiology. The Kinesiology department approached WEC about returning the room to the department, and the union approached the President to help fast-track a new location.
 - Tom Lopez identified CC108 as an available office.
 - The issue came to WEC, but they did not make a recommendation because the committee was not informed about where space might be available.
 - M. Leonard requested to be included in the conversations, but they were instead held directly between facilities and the President.
 - Concerns were raised about following the process for requesting space. A general conversation regarding WEC and space recommendations ensued; M. Leonard recommended that as with an environmental review, everyone should have a chance to be part of the process. In some instances, classrooms have been lost to people with grants by circumventing the shared governance process.
 - **M/S/P J. Hooker/Y. Hu** Two abstentions, motion passes.
 - **Motion SP19-27** WEC recommends adopting the updated Smoke Free and Tobacco Free Guidelines to replace the existing campus Smoking Policy, eliminate smoking areas, and forbid the use of tobacco or any other smoke-producing product on all Los Angeles Valley College campus property.
 - District General Counsel indicated that LAVC cannot establish nor enforce a “no smoking” *policy* for anyone other than employees (faculty and staff), therefore the term *guidelines* will be used instead.
 - This action supports WEC's goal to develop a “no smoking” education and implementation plan, in support of EMP Goal 3, Objective 3 (“Increase a healthy and safe college environment”).
 - **M/S/P M. Leonard/M. Lee** motion passes
 - The college is moving away from the existing policy of allowing four designating smoking areas.
 - There are no longer designated smoking areas
- b. Motion from WEC re: Smoking policy (Leonard) I, D, AT

- because of campus construction; concerns were raised that people will instead smoke all over campus.
- General counsel should be consulted regarding where people can smoke.
 - There is a cultural component to the populations who smoke on campus that may need to be addressed.
 - A Truth Initiative grant has been awarded to the college after several members of the committee completed the application and attending a training to help inform those guidelines.
 - The sheriff cannot enforce the guidelines.
 - The workgroup has proposed offering cessation resources instead of penalties.
 - A survey was held at of over 100 respondents, most indicated a desire to quit smoking.
 - H. Levine stated an existing L.A. County policy bans smoking in workplaces, outdoors, in parking lots and in government buildings. A state law does not permit people to smoke within 20 feet of an open building.
 - A presentation highlighting the proposed guidelines was presented by Jamie Holladay-Collins. The proposed guidelines align with the Educational Master Plan (EMP), WEC goals, and the college's mission.
 - Aluminum, water proof signs have been proposed; a sample of what the sign will look like was distributed.
 - The grant will fund the signs and banners at a total cost of \$830.00.
 - State Chancellor Oakley mandated that colleges should establish their own smoking policies. The governor subsequently vetoed a state bill, similarly stating that colleges should develop their own policy.
 - Questions were raised about whether the district has a Board policy regarding smoking on campuses. In 2012, the district was unable to pass a Board policy regarding smoking.
 - The committee has received mixed signals regarding the possibility of enforcement.
 - The motion is the first step in moving toward a smoke-free campus. The next step should be a district-wide policy.
 - Because this is not a policy, it cannot appear in the catalog. It also raises the issue of how conflicts could be resolved, such as how to address complaints made to staff.
 - A suggestion was made to track the resources to bolster the argument for developing a policy.
 - Questions were raised about who would oversee the guidelines.
 - Motion passes, one opposed.

- c. Motion from WEC re: Smoking signage (Leonard) I, D, AT
- **Motion SP19-28** WEC recommends that new no smoking signs, banners, and posters be posted at all campus points of entry, and also on buildings and *public* bulletin boards throughout the campus.
 - This action supports WEC's goal to develop a no smoking policy education and implementation plan, in support of EMP Goal 3, Objective 3 ("Increase a healthy and safe college environment").
 - A suggestion was made to include notations on campus maps, and that campus materials regarding nonsmoking should be more prominent.
 - There are seven public bulletin boards; the rest of them are owned by various departments and the would need to be approached regarding including any further information.
 - The motion was amended to include only *public* bulletin boards. M. Leonard approved the change.
 - **M/S/P M. Leonard/H. Levine**
 - Motion approved.
- d. Motion from WEC re: Parking policy (Leonard) I, D, AT
- **Motion SP19-29** To approve the latest version of the parking policy that includes updates to the language regarding accessible parking (overall Parking and Traffic Regulations Policy was last revised May 2018).
 - The policy states: Parking at no charge shall be available to persons with disabilities who are visitors, and to those providing transportation to such persons, in any accessible parking space.
 - The revised language makes our policy consistent with current law and the Board rules, as well as including updated parking enforcement guidelines (in support of EMP Goal 3, Objective 3 (Increase a healthy and safe college environment).
 - The parking policy went to district counsel for approval before being brought to IEC.
 - People with an accessibility placard may park on the campus without a parking pass. The placard allows visitors to park anywhere on campus, including staff and student spaces, particularly if designated accessible spaces are already taken.
 - **M/S/P M. Leonard/H. Levine**
 - Motion passes unanimously.
- e. Facilities Modules summary (Leonard) I,D
- M. Leonard reported that WEC received relevant resource requests following FPC's program review.
 - A summary of the requests was presented. Generally, many areas have made improvements in identifying facilities issues, and there were fewer complaints regarding cleanliness. T. Lopez provided insight about some of the requests.
 - Many requests were Work in Service Orders (WSO)

issues that remain unaddressed and were subsequently brought to WEC.

- HVAC units were listed as urgent, and some requests were forwarded to the CPT as bond issues; other requests may be funded through scheduled or deferred maintenance.
- Y. Hu stated that the module does not specify that it is only for facilities requests. A suggestion was made to add a check box about whether or not a WSO has been previously submitted. Alternatively, this may need to be a different type of resource request.
 - M. Fowles will discuss the issue with M. Leonard and Y. Hu.
 - The facilities module addresses WSO issues only if they are chronic and unresolved.
 - The WSO system was not working previously, leading to the use of texts and emails.
 - The WSO system is now capturing data and reports may be generated; however, the issue of communicating through text and email in lieu of WSOs remains.
 - WEC has identified the need for a WSO reporting plan to IEC and plans to provide report summaries and recommendations going forward.
 - Based on the report summary, the committee can make planning recommendations for the institution.
 - Both faculty and staff union contracts specify that WEC should report to the IEC on the state of the campus. Campus constituents should also know that their concerns are being raised to a larger campus audience.

5. Old Business & Action Items

- a. Presidential search update | I
 - A Town Hall is set for June 20. The location and formal invitation is forthcoming.
 - Four names have been put forward to the Chancellor. Candidates were given a choice whether or not to participate in the Town Hall.
- b. Guided Pathways: End of Year 1 | I, D, AN
 - A document entitled, "Guided Pathways Year in Review Check In" was projected and reviewed.
 - Career and Academic Pathways (CAPs)/Meta-Majors, Program Mapping, and College 101, Milestones and Interventions, and Onboarding were reviewed.
 - The first cohort for this year's Teaching Innovations Academy (TIA) will work on the guidelines for College 101.
 - Advisors will include counselors and faculty advisers.

c. Low enrollment/increasing headcount (Miyasaki/Sanford)

I, D, AT

- The Senate asked J. Miyasaki to address this issue with the IEC. The campus stands at 89% enrollment for fall, while City, Mission and Harbor are at or over 100%, Pierce is at 99%.
- Concerns were raised about raising enrollment and placing the blame for lower enrollments/lower retention on faculty. Additional concerns included a shift of headcount from Valley to Pierce and Mission.
 - Potential reasons for lower enrollments include confusion about assessments/self-assessments. Other schools have been more proactive and have clarified how to navigate the web site and enrollment process.
 - T. Manzano outlined the enrollment process for new students, who receive information regarding onboarding. The new placement model has not caused obstacles for most students, but they must choose STEM/non-STEM, and they must consult with a counselor.
 - Some students had issues with multiple-measures assessments, requiring correction; all district students received an email telling them to complete the MMAP to get a placement because of AB 705. There has been a second attempt to have students update their placement.
 - There are some issues in terms of registration into transfer-level courses. As with the entire district, the college does not have a self-guided placement. The only option is to see a counselor in order to get placed.
 - Headcount and applications have fallen; our continuing students are not registering at the rate they did in prior years.
- Students have reported that they are frustrated regarding the inability to secure an appointment with counselors, as scheduling only occurs one morning each week.
 - Pop-up counseling was suggested to get students into the appropriate math and English sequence.
- Other concerns included communications to students about the enrolling process, and an overall difficulty contacting the college for services.
 - The web site is inefficient in terms of communicating the process as well.
 - J. Borucki is working with Student Services to make the web site more student friendly. Many departments have access to update their own web site, but some do not.
 - A draft of a postcard for distribution across the campus and key areas of the community was shown.
 - The President's budget may be used for a targeted

mailing to students who have applied but not registered. We may also place the postcard at key locations in the community.

- A principal from another school attempted to communicate with our outreach person and was not able to contact them.
- The number of Promise students to date is lower than at other campuses, but Valley is attempting to increase numbers by adding GPS and changing the onboarding process for new and continuing students.
- A Canvas module detailing financial aid eligibility and instruction on completing forms was suggested, as there is \$50 million still available for financial aid.
 - The Teaching Innovations Academy (TIA) is working on a project similar to the suggestion above through Financial Literacy.
 - The campus currently has [Financial Aid TV](#) and a YouTube channel.
 - Staff conduct a follow up with dual enrollment students to convert them to full-time students.
 - All students are asked to submit a FAFSA, even if they do not apply for financial aid. A process is underway allowing completion from home with electronic signatures for submission and disbursement. The process for this is underway to launch for fall. The campus currently awards about \$30 million in aid.
- The Communications task force will continue to address these issues.
- Questions were raised about the necessity of the Evaluation Workgroup and whether issues related to the shared governance structure should instead be brought to the IEC. As with IEC, constituency leads of each of the collective bargaining groups and Academic Senate appoint someone to work on the workgroup.
- The Evaluation Workgroup began in the role of troubleshooting and became oversight over time. It was started because of an accreditation recommendation. The group was designated by IEC to address issues, collect feedback from constituencies, and bring it back to propose alternatives to IEC. It was felt by some that more can be accomplished in a focused manner before being brought to the IEC.
- The workgroup plans to hold meetings, including the workgroups that IEC endorsed at the last meeting (Communications, Integrated and Strategic Planning, and Diversity, Equity and Inclusion), and update the shared governance handbook for input and approval. The committee self-evaluations will also be considered.
- A request was made to clarify the charge of the committee

d. Shared governance structure reassessment

I, D, AT

e. Evaluation Workgroup and Tier 2 Committee self-evaluations (Fowles & Tier 2 Committee Chairs)

I, D,
AT,
AN

and to define what topics should be brought to the workgroup and the correct process to approach the workgroup.

- The group should meet more regularly.
 - WEC/FPC issues will be approached.
- **WEC** reported progress on their goals and reviewed committee achievements. Major achievements included motions for a Black Scholars facility, a \$20,000 Truth Initiative Grant, and two motions addressing smoking. Issues with the LED lighting installations were also discussed.
- Obstacles included issues with the WSO process, not being provided requested information key to making recommendations, lack of work group participation, and lack of committee attendance.
- **FPC**: Y. Hu stated that FPC has improved communication to the project director and issues that arise through program review are now directly reported to them. Committee participation remains uneven.
- The committee could not make recommendations for the Dream Resource Center because they did not know whether to consider fiscal resources, and they were not sure how to address requests for space that fall outside of program review. There was confusion about whether the process was one of planning or urgency. The issue was brought to WEC, but as an information item.
 - M. Leonard stated that it serves some people's interests, from all constituencies, to go around shared governance.
 - A process is needed for allocating space on campus. The Evaluation Workgroup wants to do some fact finding and develop a recommendation for a process that should be tested; people should also be held accountable.
 - A list of available space must be maintained.
 - The process should consider facilities identified through program review.
 - The process of considering space issues outside of program review must be developed.
 - Issues regarding the WSO process should be addressed.
 - Need to define what qualifies as an operational issue.
 - WEC does not meet over the summer; the process has to allow for timely decisions.
 - Without communication and transparency, grievances are more likely.
- **Tech**: The committee met their goals and continues work

on the Tech plan. There was a lot of communication between the district and the committee. Section 508 was addressed extensively and became a standing agenda item at IEC, Tech committee and TPPC.

- A working draft of the Tech Plan should be ready early in the Fall semester.
 - The committee needs to replace a couple of vacancies.
 - **EPC:** The committee completed their goals regarding the revised Educational Master Plan (EMP) by completing a strong first draft of the context and strategic research and by starting the process of revising goals and objectives. EPC has received feedback from both the Senate and IEC.
 - Obstacles included fluctuating meeting attendance and early departures from meetings. Lack of timely submissions of work and low workgroup participation were also cited.
 - Future goals include completion of the EMP and college Vision Statement.
 - **PEPC:** The committee met their goals and will continue to revise the viability and hiring prioritization processes based on feedback from program review.
 - Proposed goals were developed, but were not approved because of lack of quorum. Obstacles included lack of participation and poor attendance by some members.
 - The Evaluation Workgroup will address attendance issues with constituencies. There will also be a training for committee chairs and committee members to detail expectations and responsibilities.
 - **Budget:** The committee met their goals.
 - Obstacles included frustration when recommendations were not implemented, and an inability to control costs passed down by the district.
 - Committee goals have been completed and will be submitted in the fall. They include reviewing funding models, fiscal effectiveness, funding requests and other fiscal matters, in accordance with the committee's newly established mission statement.
- f. IEC Goals for 2019-2020 I, AN
- H. Levine commended J. Miyasaki for her work on the council.
 - A new Shared Governance Handbook will be edited this summer for the first fall meeting.
 - H. Levine plans to meet committee chairs to clarify the processes in IEC; meetings will be held once a month.
 - A SWOT analysis will be conducted over the summer and at the first meeting.
6. Reports and Updates
- a. Budget – Lee I
- Any feedback regarding today's discussions should be sent to M. Fowles.
 - This agenda item was covered in Tier II Self Evaluation

- b. Accreditation - Daar | •
 - c. Academic Senate – Sanford/Miyasaki | •
 - d. EPC - Miyasaki | • Covered in Tier II Self Evaluation
 - e. PEPC - Peter | • Covered in Tier II Self Evaluation
 - f. TECH - Morrison | • Covered in Tier II Self Evaluation
 - g. WEC - Leonard | • Covered in Tier II Self Evaluation
 - h. BC - Levine | • Covered in Tier II Self Evaluation
 - i. FPC - Hu | • Covered in Tier II Self Evaluation
 - j. AFT – Christian-Brougham/Nakamura | • No report.
 - k. AFT 1521A – Hooker | • No report.
 - l. Teamsters 911 - Pipkins | • No report.
 - m. Building & Trades – Jack | • No report.
 - n. ASU - Juvera | • No report.
 - 7. **Public Agenda Speakers** | I, AN • The Health Center decided that they were going to begin charging students; this change was not brought to any committee. The outgoing health service, Valley Presbyterian, decided not to renew the contract. It remains unclear what services will be charged to students.
 - The new vendor is moving in, but the contract terms are unknown.
 - The issue emphasizes the need for clarity regarding what is considered operational.
 - 8. **Adjournment** | 1:00 pm
- 2019-2020 IEC Meeting Dates: 9/3/19, 9/17/19, 10/1/19, 10/15/19, 11/5/19, 11/19/19, 12/3/19, 2/18/20, 3/3/20, 3/17/20, 4/21/20, 5/5/20, 5/19/20

Institutional Effectiveness Committee

Goals

2019-2020

1. Update the Shared Governance Handbook.
2. Conduct SWOT analysis and use it as a tool for committee evaluation.
3. Monitor the progress of Guided Pathways.
4. Coordinate, monitor and assesses long-term planning and budgeting.