

NCHEA³

NORTH COUNTY HIGHER EDUCATION ALLIANCE

CSU San Marcos • MiraCosta College • Palomar College

Annual Report 2019-2020

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“The members of the alliance believe that collaboration will improve the service they are able to offer their students and the North San Diego County community by permitting the members institutions acting together to accomplish what individual members cannot accomplish alone.”

(The original charter for NCHEA, 1991)

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About NCHEA

The North County Higher Education Alliance (NCHEA) was formed in 1990 to develop collaborative relationships among the three neighboring institutions of higher education in North San Diego County: Palomar College, MiraCosta College, and Cal State University San Marcos. The continued goal of the collaboration is to improve the services offered to the students in North San Diego County by encouraging member institutions to act together to accomplish what individual members cannot accomplish on their own.

The Mission of NCHEA

As a higher education consortium, the North County Higher Education Alliance (NCHEA) works to improve educational opportunities for North County citizens through collaboration between California State University San Marcos, MiraCosta College, and Palomar College. NCHEA promotes working relationships and active communication among faculty, staff and students at the three institutions and focuses on student learning and the seamless transfer of students from lower to upper division programs.

In support of its mission, founders of NCHEA adopted the following objectives:

- facilitate regular meetings of service providers and department members among the three institutions;
- publicize events;
- develop inter-institutional grant proposals and projects;
- give staff and student recognition;
- increase rates of persistence and transfer among North County students;
- cooperate with the area K-12 districts on regional educational issues; and
- dream big dreams.

Since its founding, NCHEA has identified additional objectives such as:

- establish priorities regarding cooperative ventures to be pursued under alliance sponsorship;
- identify potential funding sources for alliance expenses and projects, and obtain such funding;
- coordinate member institutions activities for staff and program development; and
- design and implement the processes needed to address emerging priorities.

For more information about NCHEA, please refer to the [History](#), [Bylaws](#), and [Original Charter](#) available on the NCHEA website at www.nchea3.com.

NCHEA Leadership and Organization

NCHEA is comprised of a Board of Directors representing each of the three colleges. Leadership of the Board and the NCHEA hosting institution rotates on a two-year cycle.

Palomar College has been the NCHEA host institution from Summer 2018 to Spring 2020. In Spring 2020, Rachel Hastings joined NCHEA as the Director-Elect from MiraCosta College. Rachel will begin as Director of NCHEA in Summer 2020 and will continue as Director until Spring 2022 when NCHEA returns to CSUSM.

NCHEA Board of Directors 2019-2020

NCHEA 2019-2020 Board of Directors		
MiraCosta	Palomar	CSUSM
Diane Dieckmeyer , Vice President for Instruction	NCHEA Director: Kelly Falcone , Professor and Professional Development Coordinator	Allison Carr , Faculty Center Director
Alketa Wojcik , Vice President for Student Services	NCHEA Coordinator: Marti Snyder	Regina Eisenbach , Dean, Academic Programs
Rachel Hastings , NCHEA Director Elect	Jack Kahn , Vice President for Instruction	Sue Moineau , Vice Provost
Kat Soto-Gomez , Faculty	Aiden Ely , Vice President for Student Services	Gabrielle Valle , Faculty
Jane Mushinsky , Faculty	Benjamin Mudgett , Articulation Officer	Scott Hagg , Assoc. VP, Enrollment Management Services
Lise Flocken , Transfer Center Faculty Director	Elvia Nunez-Riebel , Counselor	Andre Kundgen , Faculty
	PJ DeMaris , Counselor and Transfer Center Director	Jacqueline Montano , Student Rep.
	Justin Smiley , Dean of Arts, Media, and Business Administration (Designee for Jack Kahn)	Lynda Vernia , Student Rep.

Major Goals and Accomplishments for 2019-2020

NCHEA continues to focus on ways in which CSUSM, MiraCosta College, and Palomar College can work together to improve students' success. NCHEA does this through the awarding of Collaboration Grants, Conversations with Colleagues Grants, and by coordinating and hosting signature NCHEA sponsored events and activities.

Collaboration Grants

Each year, NCHEA awards grants to applicants who propose to serve students in various and significant ways through the collaborative efforts of the three colleges. Approved grant applications will include confirmed representation from and a clearly defined project that meets an identified need of students of all three colleges.

In 2018-2019 the NCHEA board updated the Collaboration grant to provide a more succinct format and provide more guidance on the process for reimbursement. For 2019-2020 the board did not make any substantial changes to the collaboration grant except to state that grants can be submitted by any employees, not just faculty.

In Fall 2019, the NCHEA Board utilized the same strategy as in 2018-2019 where all grant applications were provided to board members electronically for review and feedback, prior to the approval meeting. This process has worked well to ensure opportunity for feedback from all board members and review/approval of grants in an efficient and effective manner.

Grant Approvals and Outcomes for 2019-2020

In Fall 2019, there were 10 grant applications submitted, of which five were denied and five were approved. The five approved applications were each granted the full \$3,000, totalling \$15,000 in Fall grant awards.

The Spring grant application due date is traditionally scheduled as April 1st, which this year coincided with college physical closures due to COVID-19. The Spring due date has been extended to August 27th to provide opportunity for approval for the next academic year. Thus, there were no Spring grants reviewed/approved.

Fall 2019 Approved Grants	
Grant Title	Amount funded
<u>Humanities for the Incarcerated Project (HIP)</u> Grant Status: Expected Completion December 2020 Description: An event showcasing arts and letters by currently incarcerated individuals. It will be interactive in that attendees can write postcards as correspondence to convey messages to the authors and/or artists. Keynote and/or panel speakers will be from the formerly incarcerated community. Collaboration from the three campuses are tied to programs that work to serve the formerly and currently incarcerated/justice impacted communities. This event brings awareness to the experiences of	\$3,000.00

<p>incarceration and humanizes individuals who have been dehumanized as products of a system. The human experience expressed in art, essays, poems, etc. is reciprocal when the audience outside prisons communicates the impact these expressions have on them. Artists and authors experience the way arts and letters can be therapeutic and gradually ease emotional trauma.</p> <p>This format is modeled after a display at the 2019 Asian American Literature Festival in Washington, DC. The festival theme was “Care + Caregiving”. The display, “Asian American Writers Workshop Immersive Carceral Station”, featured essays by AAPI incarcerated authors. Their writings addressed how care and caregiving are essential to surviving incarceration. The station included postcards for readers to send messages to the authors. Dr. Ha’s loved one has been incarcerated in the Texas prison system for the past 22 years. Through mentorship and assistance in submission, his essay was one of four chosen for this exhibition. Dr. Ha has also worked with Dr. Pecenco of Project Paint to bring art by inmates at Donovan State Prison to the MiraCosta campus in Spring 2016.</p>	
<p><u>HWY 78 Math Competition</u></p> <p>Grant Status: Completed</p> <p>Outcome: HWY 78 Grant Final Report</p> <p>Description: Math Fields Day will be a math competition for students from all three campuses and from local high schools. Students will take written exams from precalculus up to calculus I, competing with each other (we can select to have team vs individual competitions). At the conclusion of the event, prizes will be awarded. The event will be similar to what CSU Bakersfield and Monterey Bay, and locally, Cuyamaca College, have done in the past.</p> <p>https://www.csub.edu/math/MathFieldDay/pastMFD/index.html http://www.mcoemathletics.org/</p>	<p>\$3,000</p> <p>(final cost= \$2,568.95)</p>
<p><u>Transfer Success Series</u></p> <p>Grant Status: Expected Completion by end of May 2020 (Extensions due to COVID-19)</p> <p>Description: The Transfer Success Series is intended to support a successful transition from Palomar and/or Mira Costa to CSUSM. Next Step presentations will be hosted at each campus a couple times to educate students on the transition steps needed to be successful in starting at CSUSM. To increase sense of belonging and a connection to CSUSM from their respective institution of transfer, we will host a full day track for transfer students at CSUSM’s open house, Discover CSUSM.</p>	<p>\$3,000</p>
<p><u>Women Work</u></p> <p>Grant Status: Expected Completion by April 15th, 2020 (Extensions due to COVID-19)</p> <p>Description: MiraCosta College, Palomar College, and California State University San Marcos propose to host a panel discussion on Feminism in Art and an artist lecture series in concurrence with the exhibition titled Women Work in the Kruglak Gallery, at MiraCosta. Faith Wilding, Eshrat Erfanian, Allison Beaudry, Griselda Rosas have been selected as the exhibiting artists and the panelists. Their work is as diverse in visual form and process as is their cultural identities, places of origin, education, race, and age. The show will include video, photography, drawing, and sculpture. In addition to the four exhibiting artists, Anicca Cox (a feminist writer in doctoral study at Michigan State University) has been invited to lead the panel and to participate in discussions with the artists and students; and to write</p>	<p>\$3,000</p>

<p>for a catalogue publication. The question “What does feminism mean to you?” will be asked and addressed in the art and in the panel discussion. The exhibit and panel discussions intend to provide a powerful platform for artists, students, and faculty to speak on relevant socio-political issues, power and the physical world, feminism now and its history, gender equity from an intersectional viewpoint and how art can function as activism and/or be used as a tool to further these topics of discussion.</p>	
<p><u>Undocumented Scholar's Mixer and Educators Forum</u></p> <p>Grant Status: Expected completion by March 5th, 2020 (Extensions due to COVID-19)</p> <p>Description: A one day workshop will highlight the resources and events available to undocumented and mixed status students at all three campuses, discuss the historical context of immigration policies in the United States, and provide policy updates on DACA, matters of immigration from an attorney, and feature leader(s), depending upon funding, who illuminate the experience of intersectionalities of undocumented people. Speakers will share their educational experiences as well as how they have persisted to complete their education. Speakers under consideration include:</p> <ul style="list-style-type: none"> • Denea (pronounced Denae) Joseph, an undocumented Black DACA recipient and national immigrant rights activist. She immigrated to the United States at the age of seven years old from Belize, Central America. Denea is a UCLA graduate who has been serving as the Vice President for the Black Los Angeles Young Democrats (BLAYD), California Ambassador for the United State of Women (USOW), and most recently worked as the communications coordinator for the UndocuBlack Network (UBN) where she advocated for the representation of UndocuBlack immigrants within the mainstream immigrant narrative. • Yosimar Reyes is a nationally-acclaimed Poet and Public Speaker. Born in Guerrero, Mexico, and raised in Eastside San Jose, Reyes explores the themes of migration and sexuality in his work. The Advocate named Reyes one of "13 LGBT Latinos Changing the World" and Remezcla included Reyes on their list of "10 Up And Coming Latinx Poets You Need To Know." Reyes holds a B.A. in Creative Writing from San Francisco State University. • Julio Salgado is the co-founder of DreamersAdrift.com and project manager for CultureStrike. His status as an undocumented, queer activist has fueled the contents of his visual art, which depict key individuals and moments of the DREAM Act and migrant rights movement. Undocumented students and allies across the country have used Salgado’s artwork to call attention to the youth-led movement. His work has been praised by OC Weekly’s Gustavo Arellano, KPCC-FM 89.3’s Multi-American blog and the influential journal ColorLines. In July 2012, Salgado and other undocumented activists joined Jose A. Vargas on the cover of Time Magazine. Salgado graduated from California State University, Long Beach with a degree in journalism. • Armando Ibañez is a latinx queer filmmaker and activist from Mexico. He has been living in the United States for over 16 years and lives in the state of California. Armando is involved in the LGBTQ and immigrant rights movements and is an active member with Familia: Trans Queer Liberation Movement. Currently, Armando is the director and writer of the online series "Undocumented Tales," a story that follows the journey of a Mexican undocumented and queer server living in Los Angeles. He is committed to portraying authentic Latinx characters and addressing real issues impacting immigrant and LGBTQ communities in the United States. Armando is a film student at Cerritos College. 	<p>\$3,000</p>
<p>TOTAL AMOUNT APPROVED</p>	<p>\$15,000.00</p>

Realities on Arranged Marriages, Emotional Abuse and Mental Health

\$0

Denied and recommended to apply as a Conversation with Colleagues grant.

The Committee cited the following reasons for denying the request:

- The project event was already planned to take place the day after the Board was scheduled to review applications
- The project lacked the collaborative piece required by NCHEA

Contemplative Pedagogy/Learning Workshop: Funding for Keynote Speaker

\$0

Denied and recommended to apply as a Conversation with Colleagues grant.

The Committee cited the following reasons for denying the request:

- The intent of the application appears to be only to qualify for reduced rates for conference registration; doesn't appear to be in alignment with NCHEA
- The conference appears to be of little benefit to local attendees vs. attendees from outside of the three colleges
- The request has conflicting information on how funds will be used
- There was a lack of collaboration evident in the proposal

Time's Up on Rape Culture Conference

\$0

Denied and recommended to apply as a Conversation with Colleagues grant.

The Committee cited the following reasons for denying the request:

- This project was previously funded; Repeat applier

The Committee encourages applicants to seek funding for repeat grants from outside of NCHEA and recommends that future projects are more inclusive of students from CSUSM and Palomar.

Project LIKE History and Heritage Internship Program

\$0

Denied and recommended to apply as a Conversation with Colleagues grant.

The Committee cited the following reasons for denying the request:

- Repeat applier. This is the third year this project has requested funds. Last year, the grant was approved for a reduced amount (\$2,000 instead of the requested \$3,000) and instructed to seek funding outside NCHEA for future Project LIKE projects
- The grant is contingent upon student internship participation and last year's grant was jeopardized by interns withdrawing from the project
- The focus appears to benefit middle school students and not college students or college faculty.

The Committee noted the potential for a CwC grant to bring the three colleges together to further discuss a variation of the proposed project that could benefit students from each college.

Accounting Transfer Students

\$0

<p>Denied and recommended to apply as a Conversation with Colleagues grant.</p> <p>The Committee cited the following reasons for denying the request:</p> <ul style="list-style-type: none"> • The grant request did not have enough collaboration and read that those who would attend/benefit would only be students of CSUSM (grant has potential to give students pre-advising as the transfer, but this is proposed to happen only after students transfer to CSUSM) • The cost of designing the flyer is excessive (\$500) • The video costs also appeared expensive • The grant did not meet the expectation of building relationships; only delivering a product 	
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Spring 2020 Approved Grants	
Grant Title	Amount funded
<i>*No spring grant submissions due to COVID-19 Pandemic*</i>	<i>\$0</i>
TOTAL AMOUNT APPROVED	\$0

Previously Approved Grants still In Progress or Completed in 2019-2020	
Grant Title	Amount funded
AY 17/18 Higher Ground - Cancelled Outcome: Cancelled	\$0
AY 17/18 Virtual Dementia Tour - Completed Outcome: Virtual Dementia Tour Final Report	\$1,455.00
AY 18/19 Library Services Platform - Completed Outcomes: Library Services Platform	\$762.56
AY 18/19 North County African American Achievement Summit - Cancelled Outcome: Cancelled	\$0
AY 18/19 NSPIRE - Completed Outcomes: *NSPIRE Final Report	\$1,500
AY 18/19 Project LIKE - Completed	\$1,595.49

Outcomes: Project LIKE Final Report	
AY 18/19 Rapid Response Theater - Completed	\$991.61
Outcome: Rapid Response Theater Final Report	
AY 18/19 Science Family Mentoring - Completed	\$1508.57
Outcome: Science Family Mentoring Final Report	
AY 18/19 Service Learning Symposium - Completed	\$2,969.82
Outcome: Service Learning Symposium Final Report	
AY 18/19 Veterans and Military Affiliated Transfer Day - Completed	\$1812.91
Outcome: Veterans and Military Affiliated Transfer Day Final Report	
AY18/19 World Languages Symposium - Completed	\$1,000
Outcome: World Languages Symposium Final Report	

Conversations with Colleagues 2019-2020

NCHEA continues to offer opportunities for Conversations with Colleagues. Conversations with Colleagues mini-grants provide funds for faculty, staff, and administrators to gather over a meal, refreshments, etc. and engage in curriculum discussions and to implement strategies that support transfer.

The NCHEA Board identified several areas that we felt would be a good focus for future Conversations with Colleagues, including:

- AB705 and Executive Order 1110
- Freedom of Speech
- Quantitative Reasoning
- Outcome of the Promise Program
- CCC 4-Year Degrees
- The student experience or student life cycle
- Data Exchange between colleges
- Student needs: Food Insecurity
- CSU requirement: two classes certified as “diversity and equity”
- Reorganization of services, example CSU is Co-Locating student advising
- Utilizing alternative communication methods, i.e. CSUSM Cougar Bot
- Onboarding for new students
- Nursing student transfer options
- Use of similar terminology across campuses (Note our student board member said, “Making schools more similar to cut down on confusion when transferring to one community college to another or to a university” and

“Providing information on the differences of acceptable grades for each college (community college accepts “C-” while universities do not)”

- Effective communication regarding accepting students of specific majors
- Reimagining counseling and advising
- Alignment of Financial Aid

Outcomes/Feedback

2019-2020 Approved Conversations with Colleagues (CwC) Grants

Conversation Title	Amount funded
<p>Computer Science Articulation</p> <p>Outcome: This Conversation with Colleagues was encouraged by the NCHEA Board after a conversation at our September 2020 meeting. It was shared that students must take two computer science courses at Palomar, which are equal to one course at CSUSM. This causes challenges for our students. One example is that if a CSUSM student needs the course, CSUSM is unlikely to recommend the student take the two courses at Palomar, especially if they need it during summer where it is unlikely they would be able to complete both courses. A CwC was scheduled by the NCHEA Director and held on October 23rd, 2019. The were approximately 10 people in attendance. Ben Mudgett facilitated the discussion.</p>	<p>\$147.08</p>
<p>Math Department Articulation and Pedagogy Summit</p> <p>Outcome: Comment from Organizer, Luis Guerrero: “This is just a small summary of what happened during our conversation with colleagues last semester on Nov. 15. We had the chair of the Math Department Dr. Hansen, and Associate Dean Dr. Fierro from CSUSM, from MiraCosta we had Polo Mariscal, and from Palomar we had nine (if I remember correctly). The main issue that was addressed is how the CSUSM math department is creating a new 'lower division' linear algebra class that aligns with our M200 content, and how they will make that new class a requirement for their math majors. We discussed many other issues. But internally in the math department we have created a work group to possibly make our M200 linear algebra and M245 Discrete Math class 4 units vs the 3 units we currently have, to align with new state C-ID mandates and how CSUSM is structuring their math major. We also had meaningful insights on what MiraCosta is doing.”</p>	<p>\$291.70</p>
<p>Grant Writing for Incarceration Collaboration Grant (Fall 2019)</p> <p>Outcome: Hossna Sadat held a Conversations with Colleagues meeting to discuss a possible NCHEA collaboration grant. The meeting resulted in an application for Humanities for the Incarcerated, which was approved by NCHEA in Fall 2019.</p>	<p>\$27.14</p>

Credit for Prior Learning Outcome: Ben Mudgett held a Conversations with Colleagues for Credit for Prior Learning, which was attended by 11 people from the three colleges, including a dean, articulation officers, counselors, faculty, evaluators, and one college president. There will be an additional Zoom meeting with the American Council on Education to discuss a regional summit.	\$225.00
Grant Writing for Spring 2020 Collaboration Grant Outcome: Hossna Sadat held a Conversations with Colleagues meeting to discuss a possible NCHEA collaboration grant, to be submitted for the Spring 2020 due date.	\$52.59
Total:	\$743.51

NCHEA Sponsored Events/Activities

This year, the NCHEA Board planned for three signature events: 1) A NCHEA Holiday Meet and Greet 2) the Tri-Campus Leadership Retreat, and 3) a Spring Tri-Campus Conference. The NCHEA Holiday Meet and Greet was held as planned. The NCHEA Leadership retreat was cancelled due to low RSVP's and the inability for key leadership to attend. The Spring Tri-Campus conference was held as a series of webinars rather than an in-person event.

NCHEA Holiday Party - December 5, 2019

From 2009-2014, NCHEA hosted the NCHEA Sundowner, a networking event intended to provide networking opportunities for faculty of CSUSM, MiraCosta College, and Palomar College. The event eventually out grew the restaurant venues at which they were held and in 2015, NCHEA redirected the event strictly to new full-time faculty and named it the NCHEA New Faculty Mixer. The goal was to focus on introducing NCHEA to an incoming group of faculty members unfamiliar with the Alliance and was held in the more informal setting of a private home to encourage more opportunities to network than in a sit-down format. In 2018, the Board opted to further reshape the event by including elements from both Sundowner and the Mixer and organized the NCHEA Holiday Party, which, in the spirit of the holidays, included a fundraiser for the children of Casa de Amparo. This year, NCHEA continued with a Holiday Meet and Greet which included an opportunity for attendees to give back to the Food Pantries at each of our colleges.

The NCHEA Holiday Meet and Greet was held at a new family owned barbecue restaurant in San Marcos.

Outcomes/Feedback

- Approximately 40 people attended the NCHEA holiday event that served to encourage discussion and collaboration for future NCHEA projects.
- Attendees brought non-perishable items to support each of the colleges' nutrition centers/food pantries. NCHEA received \$95 in cash donations and 15 bags of non-perishable food items. The cash and food items were divided

among each of the colleges and were delivered to each of the colleges within a week. Instead of depositing the cash donations into the NCHEA account at CSUSM Corp, the NCHEA Director and Budget Coordinator decided to use the cash to purchase additional food items for the food pantries, ensuring that the students from each college receive the full amount of the intended donation, as opposed to the CSUSM corporation dividing the funds, less their service fee. In total, an estimated \$250 in cash or food items was raised.

NCHEA Tri-Campus Leadership Retreat

NCHEA had planned to hold a Tri-Campus Leadership Retreat in January 2020, but it was cancelled due to low attendance.

NCHEA Tri-Campus Webinar Series (held in place of the annual tri-campus conference)

In previous years, NCHEA held a Tri-campus conference. For many years it was a teaching conference developed specifically for faculty of all three colleges. In 2019, NCHEA held a Student Success conference intended to support participation of all employees. This year NCHEA chose to hold a webinar series instead of a face-to-face conference. The cost savings of holding a webinar series provided additional funds to be allocated to collaboration grants.

The webinar series was held during the week of March 9th to 13th, 2020. This happened to be the last week all three colleges held face-to-face classes before moving to remote working environments due to COVID-19.

The NCHEA Website provides access to the recordings of the webinars and NCHEA also now has a YouTube Channel.

Outcomes and Planning

- All webinars had attendees from all three colleges.
- 30 unique attendees, many attending several webinars.
- Continue offering webinars through Zoom.
- Set up virtual Conversation with Colleagues to provide a place for colleagues across all three colleges to connect online.

NCHEA Webinar Series



Making Connections: Activating Colleague Collaboration Through Creativity, Innovation and Discussion

Creating a Syllabus Useable & Accessible for all students - [RSVP HERE](#)

Have you created your syllabus in a way that is accessible and usable by all of your students? Have you thought about how a vision-impaired or hearing-impaired student would experience your syllabus? At this workshop you will be shown how just a few simple changes to the way you develop your syllabus can have a huge impact on your students' ability to access and understand it.

Facilitated by: Sherry Goldsmith & Aaron Holmes, Palomar College

Date: Monday, March 9th

Time: 2:30-3:30 pm



Equity at the Institutional Level - [RSVP HERE](#)

Luke Lara will speak about the general principles of how to approach the hiring process through an equity lens and discuss specific portions of the hiring process such as the Job announcement, committee composition, interview question development, etc.

Facilitated by: Luke Lara, MiraCosta College

Date: Tuesday, March 10th

Time: 12:30 - 1:30 pm



Digital Advocacy Through Instagram - [RSVP HERE](#)

Facilitated by: Dr. Rachel Hastings

Date: Wednesday, March 11th

Time: 12:30-1:30 pm



Eliminating Systematic Barriers for Students of Color - [RSVP HERE](#)

This NCHEA webinar will include equity praxis to follow on your campus and raise consciousness about racially-minoritized students of color in academia.

Facilitated by: Dr. Hossna Sadat

Date: Thursday, March 12th

Time: 12:30-1:30 pm

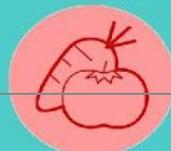


Sustainability/Food Justice - [RSVP HERE](#)

Facilitated by: Kat Gomez

Date: Friday, March 13th

Time: 2:30 - 3:30 pm



Impacts to NCHEA in 2019-2020

COVID-19 Pandemic

In March 2020, our colleges, our communities, our nation, and our world were impacted with the COVID-19 Pandemic. The direct impact to NCHEA was primarily the Spring grant submissions and ability of Grantees to complete their grants. The spring collaboration grant due date is April 1st, which was just a couple weeks after all three colleges transitioned to remote working. NCHEA decided to postpone the Spring grant due date to August 27th to provide extra time to develop grants that could be implemented in the Fall 2020 when the colleges would hopefully return to normal operations.

NCHEA Next Steps

Continue Focusing on Active Participation of the NCHEA Board

Overall meeting attendance for this year was high, even with large changes in leadership occurring at both Palomar and CSUSM.

Address concerns about financial processes: CSUSM Corp

In 2018-2019 NCHEA voted to increase each college contribution from \$10,000 to \$10,800 to cover the 8% operating cost from CSUSM Corp Processing Fees. The 2019-2020 year was impacted significantly by changes in CSUSM Corp financial processes. The following is a brief summary of changes and how the changes impacted NCHEA.

- **Awareness of Policy and Procedure Changes**
 - CSUSM Corporation and CSUSM seem to have a more clear line of communication regarding policy and procedure changes within CSUSM Corp. When Palomar or MiraCosta are the host institution, they have not been made aware of changes in policy or procedures of CSUSM Corp, thus creating delays and/or barriers to reimbursement of grantees and payment to vendors.
 - The NCHEA bylaws state that CSUSM Corp will distribute funds that are approved by the NCHEA director. However, NCHEA has been informed by CSUSM Corp that current regulations no longer allow payment of stipends to NCHEA student representatives or to those who do not meet the criteria for independent contractors. CSUSM Corp has also withheld payments to multiple vendors because the items do not meet the requirements of allowable payments by CSUSM Corp. In addition, NCHEA had been informed that all payments requested by NCHEA not follow the standard process for payment through CSUSM accounts payable, which has been customary, rather be sent directly to CSUSM Corp for review, which results in significant delays. Acquiring a status update for payment has proven difficult.

- **Student Board Members now Employees**
 - In the past, Student Board Members were paid a stipend of \$250/semester through CSUSM direct pay. Historically, there has never been a problem with using the direct pay form. This Fall semester, one student was paid through direct pay and the second student was never paid. Upon submission of the forms for Spring, NCHEA was told that student Board members must now become CSUSM employees to be eligible for payment, which entails an application, a new hire orientation, and hourly pay for meetings.
 - Bylaws state “Student Board members will receive \$250.00 per semester for such tasks as warranted necessary by the Board. At the discretion of the student Board member, and in consultation with the Board Director, all or a portion of such funds may be used to support educationally-related expenses (books, tuition, parking fees, etc.) rather than being taken as a stipend. However, total compensation to each student Board member shall not exceed \$250.00 per semester, unless specifically approved in advance by the Board as compensation for the completion of additional jobs.”
 - NCHEA has to now identify an hourly wage that will provide each student with the promised \$250 while also taking into account the taxes that are withheld.
- **Requirement of CSUSM Employee Co-Signer**
 - Upon becoming the NCHEA Director, Kelly Falcone had to schedule a meeting with CSUSM Corp for new hire paperwork and training. Although this training was completed, in the Spring 2020 CSUSM Corp began requiring a CSUSM employee to co-sign all financial paperwork, thus the NCHEA Director now must have an additional CSUSM Employee co-signer when NCHEA is hosted at either MiraCosta or Palomar.
- **Access to Finance Reports**
 - Only a CSUSM employee can access the financial reports. For the past two years, Palomar has relied on Sonia Perez, the NCHEA Budget Analyst while CSUSM is the host institution, to pull reports and send them to Palomar.

Possible Solutions to the Impact of Changes in Fiscal Processes

- **Possibility of MiraCosta or Palomar becoming the Fiscal Agent for NCHEA**
 - The board discussed whether it might be possible for either Palomar or MiraCosta to become the fiscal agent for NCHEA. This discussion will need to continue through AY 2020/2021.
- **Possibility of CSUSM being both the Fiscal Agent and Budget Analyst**
 - The host college of NCHEA rotates every two years. Upon rotation, the new Director and Budget Analyst are provided by the host institution. Although the Director and Budget Analyst rotate, the Fiscal Agent remains as CSUSM. A better strategy might be to have CSUSM be the Fiscal Agent AND the Budget Analyst and only have the Director and host college rotate. This would ensure the person handling the financial transactions is a CSUSM employee who is aware of the procedures and has the required access to information.

- **Possibility of NCHEA as a Non-Profit**

- The changes to financial policies and procedures have made it challenging to utilize the NCHEA funds in an efficient and effective manner. The idea was proposed to research the possibility of NCHEA operating as a non-profit outside of the three colleges. At the April NCHEA meeting, the Board was provided some information about becoming a non-profit and had initial discussions. There are many concerns and still a lot of unknowns about what it would take to become a non-profit and how it would impact NCHEA. There were no decisions made and this might be something the Board continues to discuss in the future if the three College Presidents feel it might be a possible solution moving forward. One benefit noted as a non-profit would be the possible ability to acquire additional funding from other entities to support the NCHEA mission.

Update the NCHEA [ByLaws](#)

The NCHEA Bylaws were last updated in 2018. The Bylaws should be reviewed and updated in AY 2020/2021. One change that needs to be made is to the monetary contribution from the three colleges. The ByLaws still state \$10,000 and need to be updated to reflect \$10,800. There has also been discussion about reviewing the membership and possibly adding staff positions to the NCHEA Board; Right now there are administration and faculty positions named in the membership, and no staff positions. If there are any changes to the Fiscal Agent or Budget Analyst, this would need to also be reflected in the Bylaws.

Continue Encouraging Meaningful Collaboration

NCHEA provides opportunities for collaboration in three main ways: Collaboration Grants, Conversations with Colleagues, and NCHEA sponsored tri-campus events. NCHEA needs to continue working on ways to ensure employees from all three colleges are aware of the numerous opportunities to connect. In addition to continuing these successful programs, discussion has started, and will continue into AY 20/21, about how best to use NCHEA to engage more faculty, staff and administrators on all three campuses.

Rachel Hastings, NCHEA Director-Elect from MiraCosta, has begun to set up NCHEA's Social Media presence. In AY 2020/2021 we will work on increasing NCHEA's reach through social media.

Annual Leadership Retreat

Leadership from the three colleges expressed the value of having an annual meeting to ensure our colleges have the ongoing opportunity to share their current work and ensure effective lines of communication continue. NCHEA requests that this is brought back through collaboration among leadership at all three colleges, recognizing the importance of college leadership involved in the planning and organization to ensure the intended participants are in attendance.

From AY 2018/2019: Proposed Idea of the NCHEA “Super Power”

In AY 2019/2020 there was a proposal to be more intentional about how we utilize NCHEA to focus on areas of importance to all three colleges, including: Strategic Leadership and Policy, Articulation and Transfer, Curriculum and Pedagogy, Communication and Collaboration, and Equity. The idea was to have our NCHEA Board split into workgroups and each workshop focus on the areas of importance, which may also include the development of NCHEA sponsored events that align with the topic. For example, the workgroup focused on Strategic Leadership and Policy may assist with the NCHEA Tri-Campus Leadership Retreat and the workgroup focused on Articulation and Transfer may assist with offering articulation retreats for departments/divisions. This idea has not been implemented, but may be brought back in AY 2020/2021.

From AY 2018/2019: Intentional Communication and Marketing for NCHEA Events

Current practice is for collaborative groups to submit their application for a grant that NCHEA reviews and approves and then at the conclusion of the grant the grantees then submits a final report. The grantees are responsible for marketing and promoting their event and many times NCHEA is not aware of the event date. We would like to identify a process by which NCHEA can help promote and market the event on the NCHEA website and possibly through a listserv to help grantees get participation from all three colleges.

This goal will continue into AY 2020/2021 and will likely include the use of NCHEA’s new Social Media.

From AY 2017/2018: Alignment of Student-Centered Language Across Campuses

A “next step” identified in our 2017-2018 annual plan was to “explore common language and branding around areas that impact students on all campuses (e.g., financial aid language, scheduling, etc.).” This was discussed briefly at the Tri-Campus Leadership Retreat in AY 2018/2019 and would have been discussed at the leadership retreat in 2020/2021. However, the event was cancelled, thus it is included again here to ensure we focus on this for AY 2020/2021.

NCHEA Budget

NCHEA has an annual operating budget of \$32,400. This is the sum of the \$10,800 annual membership fees from each of the three NCHEA member institutions. This year, the Board carried over \$27,425.42 from the 2018-19 year to the 2019-20 year.

NCHEA 2019-2020 Expenditures			
Item	Income	Expenditure	Total
Annual Membership Fee: Palomar	\$10,800		\$10,800
Annual Membership Fee: MiraCosta	\$10,800		\$21,600
Annual Membership Fee: CSUSM	\$10,800		\$32,400
8% DEDUCTION pay to CSUSM Corp (2017-18 outstanding grant awards and 2018-19 projected expenses)		-\$2,592	\$29,808
Balance remaining from 2018-2019 (less 8% deduction to pay CSUSM Corp)	\$27,425.42	(8% already deducted)	\$57,233.42
Total Cost of Holiday Party		-\$1,072.50	\$56,160.92
Total Cost of Tri-Campus Leadership Retreat		-\$0	\$56,160.92
Total Cost of Tri-Campus Student Success Conference		-\$0	\$56,160.92
Total Cost of President’s Breakfast		-\$0	\$56,160.92
Total cost of “Conversations with Colleagues”		-\$743.21	\$53,822.22
F18 GRANT: Project LIKE		-\$1,595.49	\$52,226.73
F18 GRANT: *NSPIRE		-\$1,500.00	\$50,726.73

F18 GRANT: Library Services Platform		-\$762.56	\$49,964.17
F18 GRANT: Service Learning Symposium		-\$2,969.82	\$46,994.35
F18 GRANT: Rapid Response Theater		-\$991.61	\$46,002.74
F18 GRANT: Science Family Mentoring for Women in Chemistry and related Fields		-\$1,508.57	\$44,494.17
F18 GRANT: Veterans and Military Affiliated Transfer Day to CSUSM		-\$1,812.91	\$42,681.26
F18 GRANT: World Languages Symposium		-\$1,000	\$41,681.26
F19 GRANT: Humanities for the Incarcerated		-\$3,000.00*	\$38,681.26
F19 GRANT: HWY 78 Math Competition		-\$2,568.95	\$36,112.31
F19 GRANT: Transfer Success Series		-\$3,000.00*	\$33,112.31
F19 GRANT: Women Work		-\$3,000.00*	\$30,112.31
F19 GRANT: Undocumented Scholars		-\$0.00	\$30,112.31
NCHEA Board Meeting Snacks		-\$148.94	\$29,963.37
NCHEA Director Stipend		-\$3,000	\$26,963.37
NCHEA Student Stipends		-\$1,000	\$25,963.37

* To date, these expenses have not been incurred and are therefore projected as the total amount of the grant awarded.