

NORCO
COLLEGE

**STRATEGIC PLAN
AND PROCESS
2013 - 2018**



MESSAGE FROM THE PRESIDENT



Following, you will find the Norco College Strategic Plan and Process for 2013-18. Preparation was an inclusive process with input for each component of the plan from faculty, staff, students, administrators, and community members which formed its foundation. The work of the Institutional Strategic Planning Council, under the guidance of co-chairs Dr. Diane Dieckmeyer and Dr. Gail Zwart, was invaluable in the completion of this publication and their efforts are greatly appreciated. The ISPC members are:

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Ongoing strategic planning includes our core commitments, revised mission statement, and the vision of Norco College. Clear goals direct us toward improving student access, increasing student persistence and success, enhancing the quality of student life, strengthening our academic programs and learning environment to meet student and community needs, and institutional effectiveness. The objectives support the goals and lay out the milestones to achieve our goals. Our collective actions will be driven by our commitments, values, goals and objectives.

This document compels Norco College faculty, staff, and administration to use our planning process as a guide to our work. We are fully committed to this ongoing, inclusive planning process. It will be critical to implementing our redefined goals to accomplish our updated mission.

Our vision and mission will be fulfilled as we use this plan to guide us. I look forward to sharing the measurable results and celebrating our accomplishments following our plan.

A handwritten signature in black ink that reads "Paul Parnell". The signature is written in a cursive, flowing style.

Paul Parnell, Ph.D.
President

EXECUTIVE SUMMARY

Through a collaborative process of dialogue, discussion, and analysis Norco College began a review and revision of its Strategic Plan and Process 2008-2012 in the spring of 2012. Led by the Institutional Strategic Planning Council (ISPC), the process included a review and revision of the College Mission and Vision statements as well as its Strategic Goals and Objectives, which also reflect the Goals and Objectives of the Norco College Educational Master Plan 2008-2012. Lastly, as part of the process, the Core Commitments were reviewed and reaffirmed.

The mission statement was approved by the Committee of the Whole (COTW) in May 2012 and approved by the Board of Trustees in August 2012. The Vision Statement and Strategic Goals and Objectives were approved by the COTW in September 2012 and October 2012, respectively, with the entire document being approved by the Board of Trustees in February 2013.

Built upon the previous work of the College, this document represents the culmination of a revised Strategic Plan and Process for 2013-2018 that is reflective of the faculty, staff, administration, community, and students of Norco College. Many of the challenges and opportunities that the College faces in the next five years are highlighted in the Strategic Goals and Objectives with a commitment to the important work to be accomplished in the upcoming years.

The Norco College Strategic Plan and Process 2013-2018 also aligns with current Riverside Community College District standards, and statewide initiatives and mandates such as those found within the Student Success Act of 2012. Likewise, it demonstrates responsiveness to the findings obtained by the strengths, weaknesses, opportunities, and threats analysis performed by the Institutional Strategic Planning Council.

The Strategic Plan and Process 2013-2018 crystallizes the key planning processes and strategies of Norco College: the Core Commitments, the Mission, and the Vision. These cornerstone elements, along with our committee structure and processes for program review, learning outcomes, resource allocation, and institutional planning and assessment will provide direction to the College as it continues to remain committed to student success in the future.

This document serves to detail the fundamental components that have defined and continue to direct the Strategic Plan and Process of Norco College through 2018.

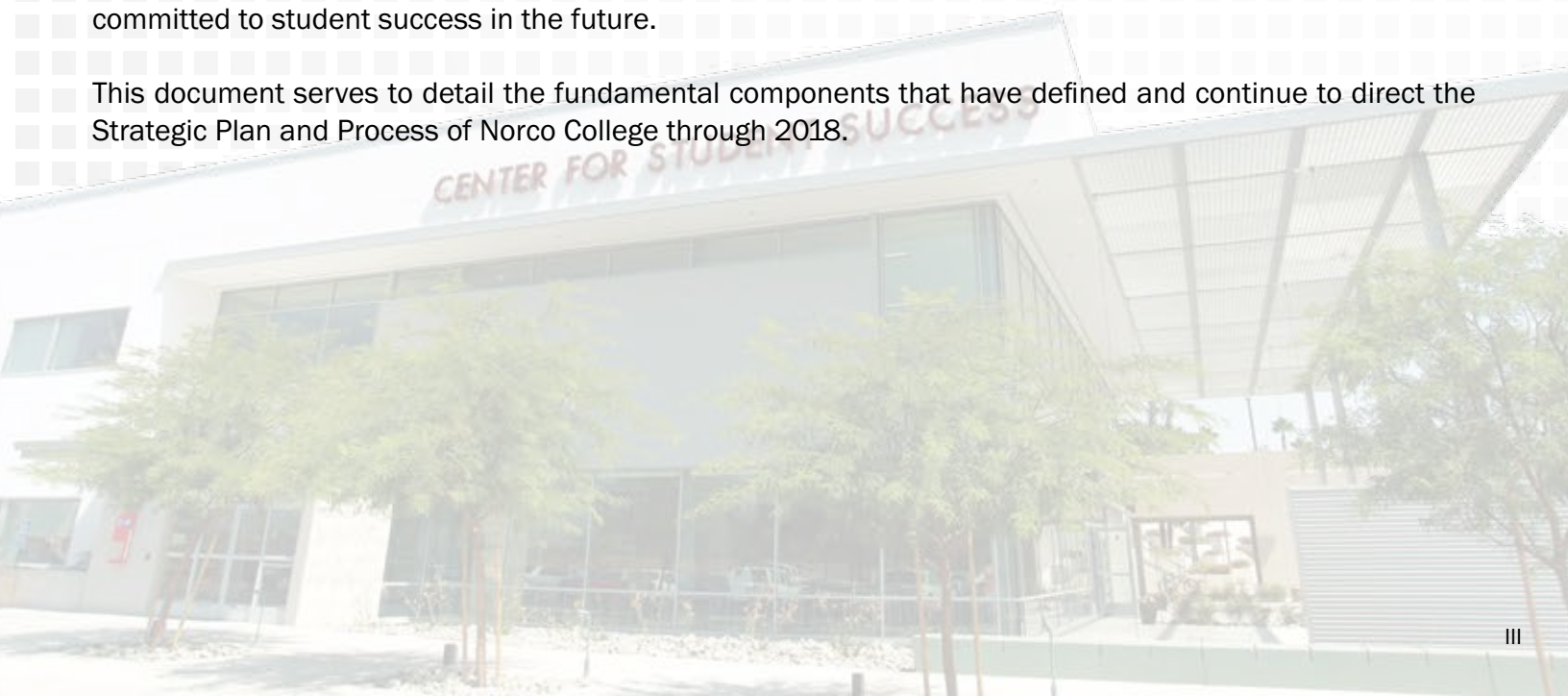


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I. INTRODUCTIONS



NORCO COLLEGE

Norco College is a two-year public institution of higher education, one of three colleges in the Riverside Community College District (RCCD). The Norco College campus is located approximately forty miles east of Los Angeles in the city of Norco in Riverside County, California. Established as a campus in 1991, Norco College was granted accreditation by the Accrediting Commission for Community and Junior Colleges (ACCJC) in January 2010 and is the 112th college of the California Community College system.

Norco College provides a comprehensive transfer program for students wishing to transfer to a four-year university. In addition to transfer preparation, Norco College provides career readiness and workforce development through innovative academic programs aligned with industry

needs. Norco College strategically leverages external grants and resources in numerous areas including Simulation and Gaming, Multimedia, and STEM fields. As the host of the National Science Foundation (NSF) National Center for Supply Chain Technology Education, Norco College is strategically positioned as a national leader of logistics in community college education.

Norco College is governed by the RCCD Board of Trustees, a five member Board elected for four-year terms by the voters of Riverside Community College District. The College offers over 40 CTE certificates and over 45 associate degree options. New certificates and/or degree options are regularly added to meet the diverse needs of Norco College's students and community.

THE STUDENTS

During the 2011-2012 year, 87.8% of Norco College's approximately 13,323 students came from 29 communities in the greater Riverside County area. The remaining 12.2% of the student population came from dozens of other inland communities at rates ranging from <0.1% to 2.4% of the total student body.

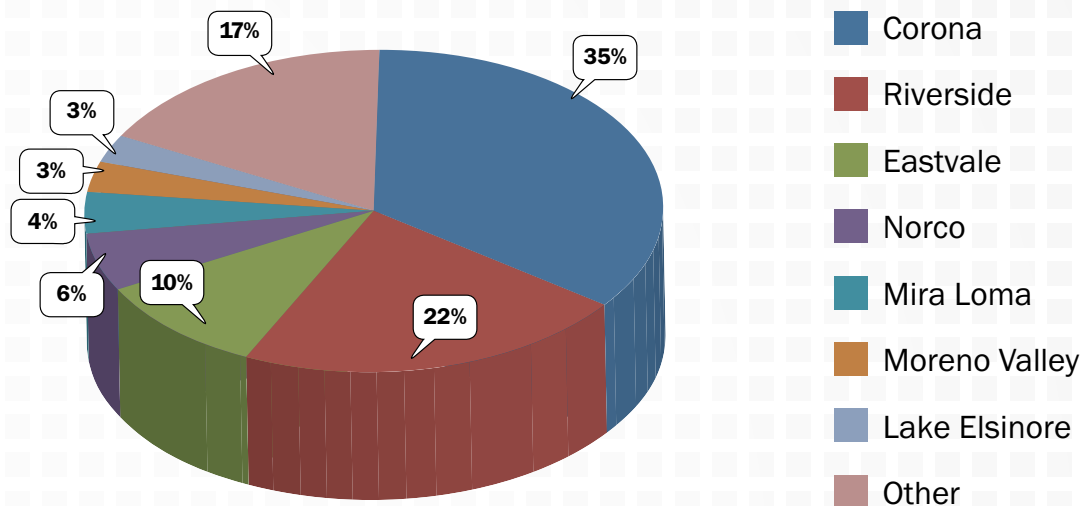


DEGREES AND CERTIFICATES 2011-12

- 614 degrees
- 396 certificates

*duplicated count, students can receive both a degree and a certificate.

NORCO COLLEGE ATTENDANCE CITIES 2011-2012



DEMOGRAPHIC DATA FOR NORCO COLLEGE

During the same Fall 2011 semester, the largest proportion of our student population identified themselves as:



GENDER

- Female- 54.5%
- Male- 45.0%
- Unknown- 0.5%



AGE

- Under 20- 31.2%
- 20 to 24- 39.7%
- 25 to 34- 17.7%
- 35 and over- 11.4%



STUDENT UNIT LOAD

- 6 or less: 45.7%
- 6 - 11.9: 36.7%
- 12 or above: 17.5%



ETHNICITY

- African American- 6.9%
- Asian- 9.2%
- Hispanic- 47.9%
- White- 28.5%
- Two or more races- 3.4%
- Other- 4.2%



EDUCATIONAL GOALS

- Transfer- 60.0%
- 2-Year Degree- 15.3%
- Career Advancement- 1.6%
- Vocational Certificate- 1.5%
- Undecided- 11.4%
- Other/Unknown- 10.2%

GUIDING FRAMEWORK

At Norco College the Core Commitments, Mission Statement, and Vision Statement drive every aspect of planning.

CORE COMMITMENTS – The College’s enduring set of values that guide the implementation of the plan. These are the most basic elements of the institution’s plan – the “truth’s held as self-evident” that emanate from the fundamental traditions and values that guide not only our institution’s plan, but its day-to-day decisions.

MISSION STATEMENT – The Mission Statement expresses what our College is, what it does; who it services; and how it is unique.

VISION STATEMENT – The Vision Statement is a brief statement that describes our College’s desired future state of being – where we would like to be in the future.

STRATEGIC GOALS AND OBJECTIVES – These are our College’s directions for change that provide indicators to measure our progress towards achieving our core commitments, mission and vision.



SHARED GOVERNANCE

Norco College has established a robust planning and decision-making process which includes the Academic Senate and its standing committees, as well as a number of other standing committees and councils, each with its own unique membership and purpose. Representation within committees and councils includes faculty, staff, administrators, and students who make significant contributions based on their particular areas of expertise and knowledge. Resource allocation decisions are vetted through the Academic Planning Council, the Student Services Planning Council, and the Business and Facilities Planning Council. In addition, we solicit input from a variety of community sources such as career and technical advisory groups, the Corona Norco Unified School District, local Chambers of Commerce, Kiwanis and Rotary clubs, the Norconian Foundation, and the President’s Advisory Group. The development of the Strategic Plan and Process 2013-2018 represents the collaboration of all college stakeholders.

STRATEGIC PLANNING PROCESS

In 2011, the College successfully reorganized its strategic planning process to accomplish several outcomes such as aligning the committee structure to the Accreditation standards, collapsing several committees with redundant purposes, and more fully integrating the Academic Senate into the planning process. Resource allocation continues to be fully integrated into college-wide planning through the program review and resource prioritization process.

MISSION, VISION, AND CORE COMMITMENTS

MISSION STATEMENT

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

VISION STATEMENT

Norco – creating opportunities to transform our students and community for the dynamic challenges of tomorrow.

CORE COMMITMENTS

Norco College is dedicated to following a set of enduring Core Commitments that guide it through changing times and give rise to our Vision, Mission, and Strategic Goals.

MUTUAL RESPECT

Belief in the personal dignity and full potential of every individual and in fostering positive human values in the classroom and in all interactions

COLLEGIALITY

Being a supportive community that is distinctive in its civility, where the views of each individual are respected, humor and enjoyment of work are encouraged, and success is celebrated

INCLUSIVENESS

Embracing diversity in all its forms — global as well as local — and creating a supportive climate that encourages a variety of perspectives and opinions

INNOVATION

Valuing creative solutions and continuing to seek inventive ways to improve instruction and service to students and to the community

QUALITY

Achieving excellence in the broad range of academic programs and services provided to students and to the community, fostering an environment of inquiry, learning and culture, and providing professional development opportunities for faculty and staff

INTEGRITY

Maintaining an open, honest, and ethical environment

ACCESS

Providing open admissions and comprehensive educational opportunities for all students

STUDENT SUCCESS

Being an institution that places high value on the academic and personal success of students in and outside of the classroom and where meeting student needs drives all decisions regarding educational programs and services

CIVIC ENGAGEMENT

Being fully engaged with the local community by listening to needs; establishing programs and partnerships to meet regional needs; forming alliances with other educational institutions to create a continuum of educational opportunities; and communicating information about Norco programs and services to the external community

ENVIRONMENTAL STEWARDSHIP

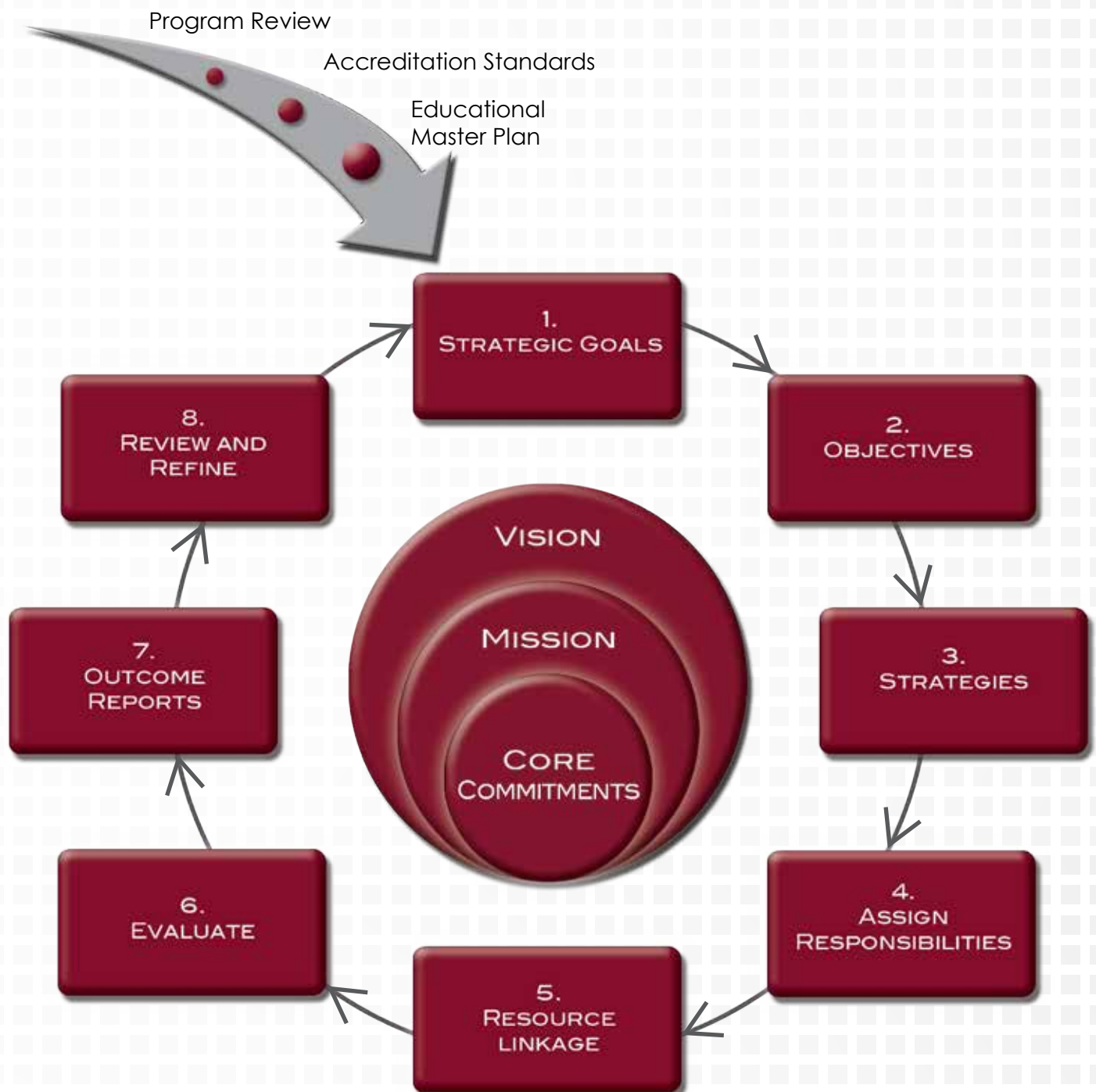
Being mindful of the impact we have on the environment, as individuals and as a community, and fostering environmental responsibility among students

II. STEPS IN THE STRATEGIC PLANNING CYCLE

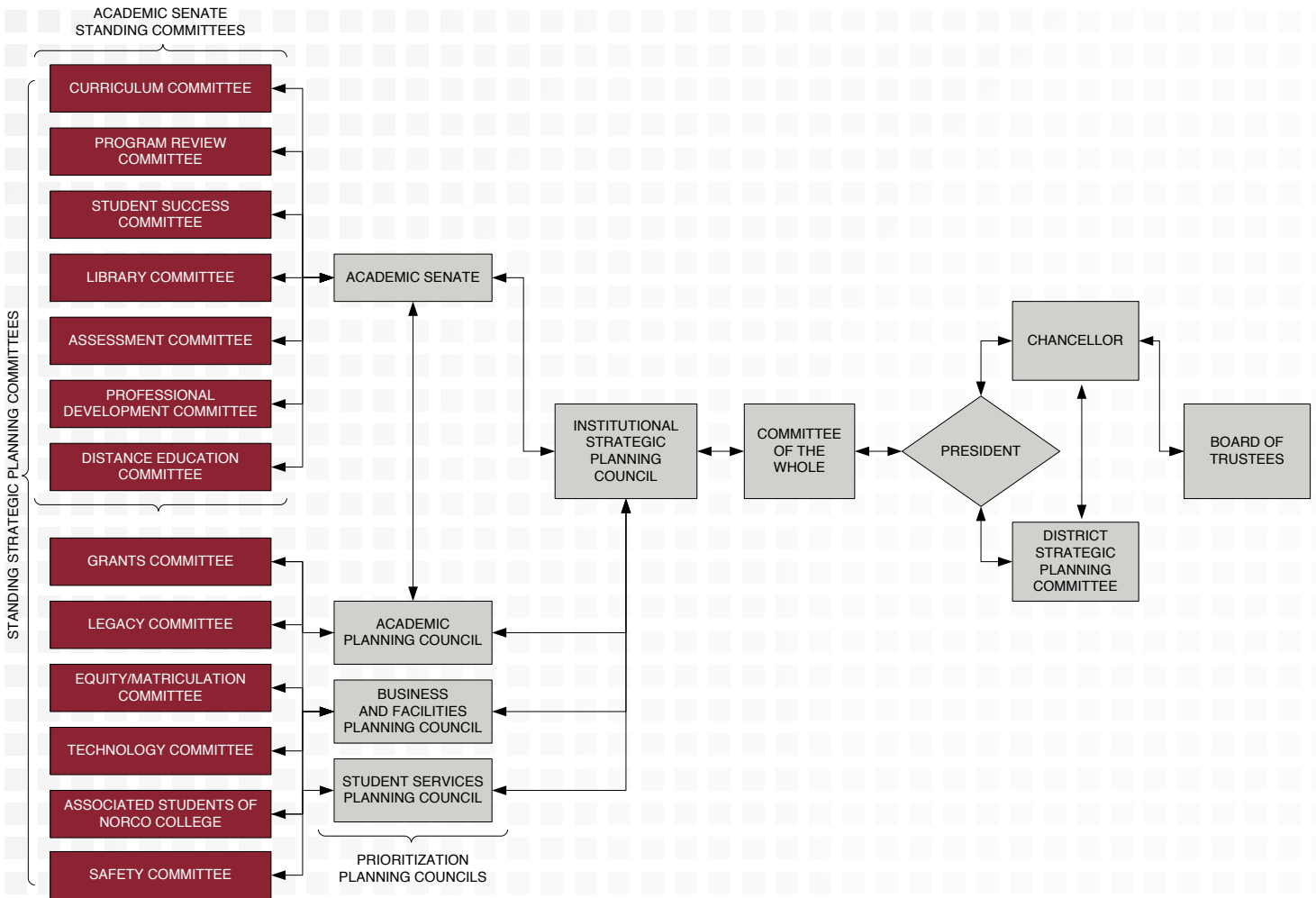
The College's Core Commitments, Mission, and Vision serve as the foundation of the Strategic Planning Process. The steps in the Strategic Planning Cycle arise from these key planning statements and are driven by the Educational Master Plan, Accreditation Self-Evaluation, and Program Review documents.

1. **STRATEGIC GOALS** are the primary directions in which Norco College will proceed in order to reflect its core commitments and to realize its vision and mission.
2. **OBJECTIVES** are measurable outcomes that move the institution toward realizing its goals. Because objectives are measurable, the raw numbers, percentages, and data associated with them can also be used to create "dashboard indicators" and provide a quick measure of progress toward the College's desired ends.
3. **STRATEGIES** are specific activities and initiatives that enable an institution to achieve its objectives. Long range strategies are derived from the Educational Master Plan, Accreditation Self - Evaluation, and Annual Program Review documents.
4. The Norco Institutional Strategic Planning Committee (ISPC) **ASSIGNS RESPONSIBILITIES** for the oversight and execution of objectives and strategies to the appropriate strategic planning committee or when necessary to a specific campus leader(s). The strategic planning councils establish criteria linking program review and the achievement of strategic goals to the prioritization of staffing and equipment needs. College shared governance processes are followed (see Norco College Prioritization Process and Strategic Planning Implementation Process) culminating in final recommendations that are determined by the College President.
5. **RESOURCE LINKAGE** ensures the sustainability of the planning process and the ability to accomplish strategies. Creating intentional linkages between resource allocation and planning demonstrates an institutional commitment to the process. Not all objectives and strategies require financial resources in order to be implemented. When financial resources are necessary, the Norco College President allocates resources based upon funding availability.
6. Norco College **EVALUATES** not only its progress toward achieving objectives and strategies, but also the effectiveness of the strategic planning process itself. The former is completed by the appropriate strategic planning subcommittee or responsible campus leader by means of measuring and assessing defined strategies and objectives (dashboard indicators).
The latter is accomplished via surveys addressing the effectiveness of the process; these include the Annual Survey of Effectiveness of Planning Councils, the Annual Survey of Strategic Planning Committee Membership, the Bi-annual Accreditation Survey, and the Bi-annual Community College Survey of Student Engagement (CCSSE).
7. **OUTCOME REPORTS** analyze progress and identify areas of accomplishment and areas where continuous improvement is necessary. These reports include the Annual Progress Report on the Educational Master Plan and the Annual Program Review documents. The Annual Memorandum from the College President to the Committee of the Whole (COTW) provides feedback to the College.
8. **REVIEW AND REFINE** completes the planning cycle and demonstrates an institutional commitment to act upon data and stakeholder feedback. At the Annual Open Dialogue Session strategies and objectives are refined. The Annual Evaluation Report updates the College.

STRATEGIC PLANNING CYCLE



STRATEGIC PLANNING PROCESS



NORCO STRATEGIC PLANNING COMMITTEES

Each planning committee has a defined role and purpose. The committees are listed below:

ACADEMIC SENATE

Statement of Purpose

The Norco Academic Senate, composed of elected faculty representatives, makes recommendations to the College administration and to the Board of Trustees regarding academic and professional matters (defined by AB1725, Section 53200) and facilitates communication among faculty, students, administration, and the Board of Trustees in all matters related to community college education.

NORCO ASSESSMENT COMMITTEE

Statement of Purpose

The Norco Assessment Committee (NAC) is a standing committee of the Academic Senate, comprised of representatives from all academic departments as well as administrators with particular interest in or responsibility for learning outcomes assessment. The NAC formulates and helps to implement policy on all aspects of assessment at the College, including processes for gathering information on student learning and using data to improve courses, programs and institution-wide learning outcomes.

LEADERSHIP

Academic Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Dean, Student Success

ASSOCIATED STUDENTS OF NORCO COLLEGE

Statement of Purpose

The Associated Students of Norco College (ASNC) is the official legislative body responsible for the establishment of an effective student government. The duties and responsibilities of the ASNC include, but are not limited to: recognizing the inherent rights and responsibilities of self-government; representing student interests, rights and concerns; sponsoring events; and stimulating student awareness and involvement in the many academic, cultural, social, and community opportunities available at Norco College. In addition, they provide college, local, and statewide representation for the Norco College student body.

LEADERSHIP

Full-time coordinator and advisor: Faculty Member

Elected Student President

CURRICULUM COMMITTEE

Statement of Purpose

The Curriculum Committee, a sub-committee of the Academic Senate, has two primary purposes: to review and approve new curriculum including new courses, course modifications, new programs and program modifications, and to review and approve the curriculum approval process. The College Curriculum Committee is the sole approving body for Norco College only curriculum. For district shared curriculum it has one vote in the district curriculum committee. The Curriculum Committee is also responsible for keeping abreast with state mandated curriculum changes and reporting those changes to faculty. Committee members report on curriculum at their department meetings and solicit suggestions and recommendations when needed.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Vice President, Academic Affairs

EQUITY/MATRICULATION COMMITTEE

Statement of Purpose

The purpose of the Equity/Matriculation Committee is to lead innovative campus initiatives, projects, and services to support student access, equity, and success. Matriculation brings the student and Norco College into an agreement regarding the student's educational goal. Student equity brings the concept of "community" drawing from E. Grady Bogue, in "An Agenda of Common Caring: The Call for Community in Higher Education." This "Call for Community" states, *"The concept of community is central to our colleges and universities for the lessons that may be gained in the pursuit of community. Colleges and universities exist for purposes beyond developing knowledge and skill in our students. They are also sanctuaries of our personal and civic values, incubators of intellect and integrity. A collegiate community must be more than a collection of buildings connected only by steam lines and fiber optic cables. It must be a set of relations that recognize and celebrate a shared vision of purpose and values."*

The purpose and values that drive the Equity/Matriculation Committee are evident in the Norco College Student Equity Plan and Matriculation Plan. This diverse group works collaboratively enabling Norco College's community of faculty and staff to ensure all students who attend this institution have the opportunity to achieve their educational goals in an environment that values who they are, where they come from, and what they aspire to become.

LEADERSHIP

Dean, Student Services

Dean, Special-Funded Programs

Matriculation Program Assistant

GRANTS COMMITTEE

Statement Of Purpose

The purpose of the Grants Advisory Committee is to identify grant opportunities that are aligned with the Norco College Educational Master Plan, college mission, and strategic goals and resource needs. The committee also informs the college community about existing grants, serves as a liaison between the RCCD Grants Office and Norco College, and provides local support for grant efforts to college staff, faculty, and administration.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Dean, Grants & College Support Programs

NORCO LEGACY

Statement of Purpose

Norco Legacy is a diverse group of colleagues that represents the Norco College family. We are building a culture of practices to promote inclusiveness, dialog, community, and harmony. As ambassadors of the College, we aspire to model and facilitate respectful interactions with an appreciation for diversity. In promoting, understanding, and valuing a diverse humanity, we address and embrace the relevant concerns and needs within our community. We respond to current issues as well as plan for the future by developing policy, programs, and activities.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chairs:

Dean, Student Services

Assistant to the Coordinator, Upward Bound Program

LIBRARY COMMITTEE

Statement of Purpose

The purpose of the Library Advisory Committee is to offer counsel and advice on library services and library information resources. The committee also has as its purview the learning support services provided by the Instructional Media Center (IMC), and the Learning Resources Center (Tutorial Services; Math Lab; CIS Lab; and Writing and Reading Center).

LEADERSHIP

Faculty Co-Chair: Assistant Professor, Library Services

Administrative Co-Chair: Dean, Technology and Learning Resources

PROGRAM REVIEW COMMITTEE

Statement of Purpose

The purpose of this committee will be to review and accept the Norco College Comprehensive Instructional Program Reviews and the Annual Instructional Reviews and forward them to the District for posting to the web. The information from these Program Reviews will then be forwarded to and integrated into the College's Strategic Planning Processes.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Representative from the office of the Vice President of Academic Affairs

STUDENT SUCCESS COMMITTEE

Statement of Purpose

Through the integrated efforts of academic and student services, the Norco College Student Success Committee supports students in achieving their educational goals by responding to evolving academic needs, implementing student success initiatives, and analyzing resulting data to share findings with the college community.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Dean of Student Success

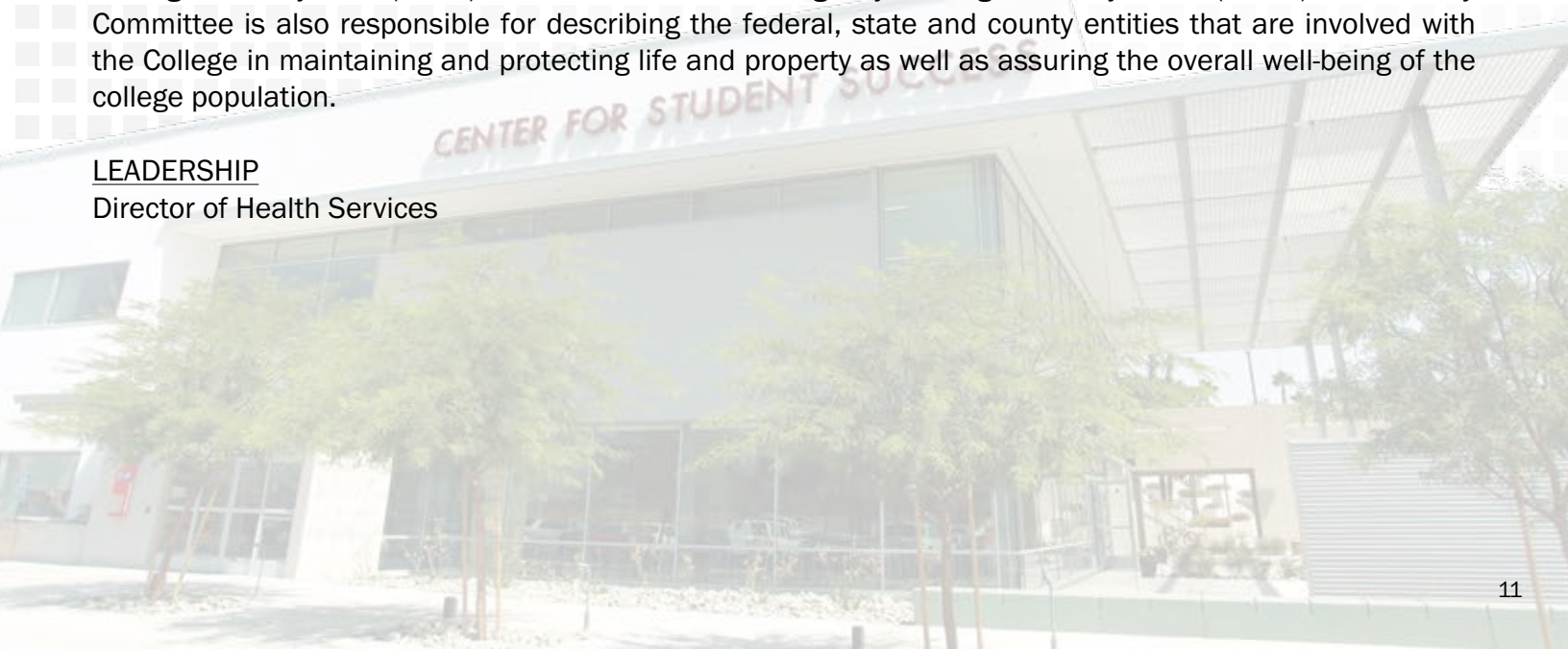
SAFETY COMMITTEE

Statement of Purpose

The Safety Committee addresses Norco College's planned response to emergencies associated with natural disasters as well as man-made or technological incidents. It provides an overview of operational concepts, identifies components of the College's emergency management organization within the National Incident Management System (NIMS) and Standardized Emergency Management Systems (SEMS). The Safety Committee is also responsible for describing the federal, state and county entities that are involved with the College in maintaining and protecting life and property as well as assuring the overall well-being of the college population.

LEADERSHIP

Director of Health Services



TECHNOLOGY COMMITTEE

Statement of Purpose

The Norco College Technology Committee provides recommendations for the strategic direction, implementation and sustainability of technology resources throughout the College used to support student learning programs and services and improve institutional effectiveness consistent with the College's mission.

LEADERSHIP

Dean of Technology and Learning Resources

Staff Member

PRESIDENT'S COMMUNITY ADVISORY GROUP

External input is provided to the College President by the President's Community Advisory Group. This connection also serves to keep the community apprised of the state of the college.

Statement of Purpose

The Norco College President's Community Advisory Group was established as a community based interest group designed to advise and assist Norco College in developing outreach projects and activities that mutually meet the needs of the College and the cities of Norco, Corona, and Eastvale for a broader based linkages, involvement and participation.

MEMBERSHIP

The Community Advisory Group includes representatives from the communities of Norco, Corona, and Eastvale in business and municipal leadership and, in the fall of 2012, merged with the President's Advisory Council. The group reflects the diversity of the Norco, Corona, and Eastvale communities and student body.

PROFESSIONAL DEVELOPMENT COMMITTEE

Statement of Purpose

The Norco Professional Development Committee offers ongoing opportunities to improve, develop and expand the skills and practices of faculty and staff who promote students' ability to achieve their educational goals.

LEADERSHIP

Faculty Co-Chair: Professional Development Coordinator

Administrative: Dean of Instruction

DISTANCE EDUCATION COMMITTEE

Statement of Purpose

The Distance Education Committee develops guidelines for distance education courses and recommends to the Senate policies and procedures for distance education training of faculty and students. The committee advises strategic planning committees on institutional needs and best practices for distance education.

LEADERSHIP

Faculty Co-Chair: Appointed by the Senate

Administrative: Dean of Instruction



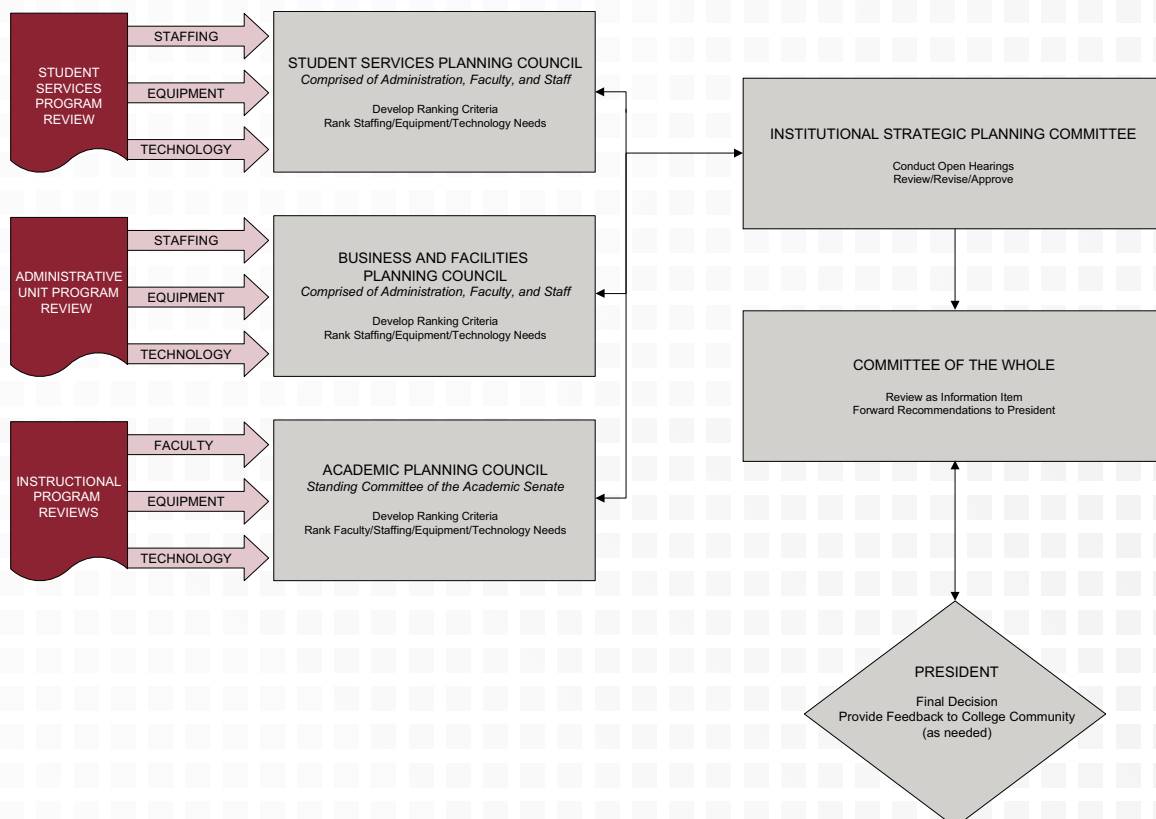
NORCO COLLEGE PRIORITIZATION PROCESS

The Business and Facilities Planning Council, Academic Planning Council, and Student Services Planning Council exist to provide additional leadership and support to the planning committees. Each of these councils provides direction for long-term planning needs, operational needs, and special initiatives in their respective areas. In addition, the resource requests generated through the program review process are systematically prioritized annually within these councils. Each council ranks staffing, equipment, and technology requests through the use of a criteria developed by that particular council. Prioritized lists are then submitted for approval to the Institutional Strategic Planning Council, followed by the Committee of the Whole, which ultimately forwards the ranked lists to the President as a recommendation.

The prioritization of staffing and equipment needs is accomplished on an annual basis utilizing three Planning Councils: the Academic Planning Council, the Student Services Planning Council, and the Business and Facilities Planning Council.

Staffing and equipment needs are identified in the Annual Program Review document. Each Planning Council develops a set of criteria for ranking requested staff and equipment. These criteria serve to link resource allocation to the program review process and to the Mission and Goals of Strategic Planning. (See examples in Appendix A-C.)

Prioritized lists developed by the Planning Councils are brought to the Institutional Strategic Planning Council for discussion, review and revision before being forwarded to the Committee of the Whole for open hearing, and ultimately the President.



INSTITUTIONAL STRATEGIC PLANNING COUNCIL

ISPC is the main coordinating body for all strategic planning at Norco College. The ISPC's purpose is to ensure that all phases of planning and resource allocation at the College emanate from program review, have improvement of student learning as the highest priority, and are driven by the College Mission and the Educational Master Plan.

LEADERSHIP

Faculty Co-Chair: Elected by the ISPC

Administrative Co-Chair: Vice President of Academic Affairs

MEMBERSHIP

Academic Senate President

Chair of Chairs (APC)

VP Student Services

VP Academic Affairs

VP Business Services

Dean of Student Success

CTE Faculty and Grant Advisory Representative

CTE Faculty

Faculty Representative to the District Enrollment Management Task Force

Basic Skills Faculty Member

Library Faculty Member

ASNC Representative

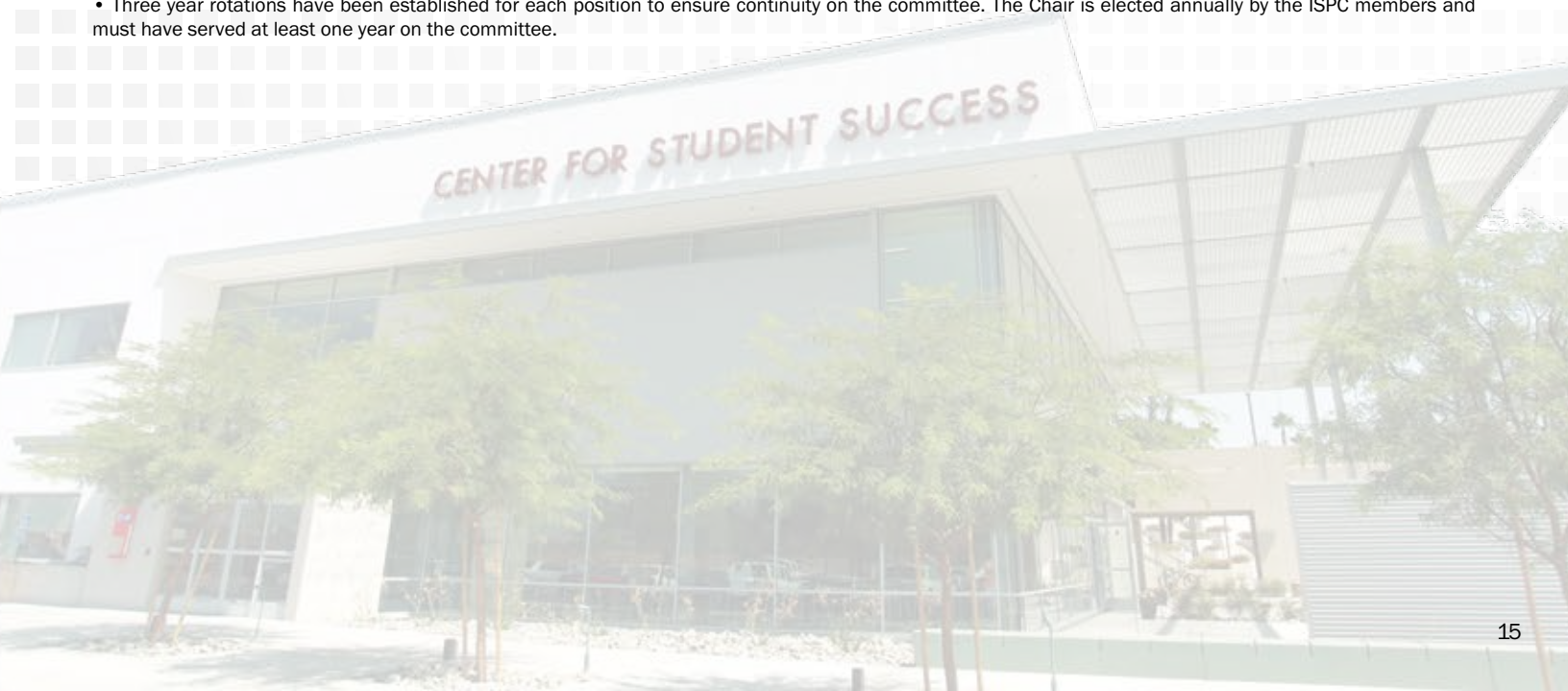
Dean, Admissions and Records

Staff Members (3)

Transfer Faculty Member

At-Large Faculty Member nominated by and elected by the faculty as a whole

- Three year rotations have been established for each position to ensure continuity on the committee. The Chair is elected annually by the ISPC members and must have served at least one year on the committee.



BUSINESS AND FACILITIES PLANNING COUNCIL

Statement of Purpose

The Business and Facilities Planning Council (BFPC) is a standing committee and is part of the college strategic planning process. The BFPC is comprised of faculty, staff, students and administrators. The BFPC recommends budgeting of additional funds as they become available as well as budget cuts when necessary. The BFPC recommendations go to the ISPC for approval before being forwarded to the President of the College.

LEADERSHIP

Faculty Co-Chair: Appointed by the Academic Senate

Administrative Co-Chair: Vice President, Business Services

MEMBERSHIP

CSEA Representative

Vice President, Academic Affairs

Vice President, Student Services

Faculty Member

Senator of Relations, ASNC

Director, Facilities

Dean, Technology and Learning Resources

Associate Dean, Grants and College Support Programs

Maintenance and Operations Staff Member

Faculty Member

Project Director, National Center for Supply Chain Technology Education

Administrative Assistant, VPBS office

ACADEMIC PLANNING COUNCIL

Statement of Purpose

The Academic Planning Council (APC) is a standing committee of the Academic Senate, comprised of faculty chairs, co-chairs, and assistant chairs. The APC serves in an advisory capacity to College administrators on matters concerning faculty hiring, budget planning, capital expenditures, course scheduling and staffing, and program development.

LEADERSHIP

Administrative Co-Chair: Dean of Instruction

Faculty Co-Chair: Voted by APC members

MEMBERSHIP

Department Chairs And Co-Chairs

STUDENT SERVICES PLANNING COUNCIL

Statement of Purpose

Guided by the College Mission, the Student Services Planning Council is a representative group of student services professionals that produces data-driven recommendations to increase the effectiveness of student services programs. The primary task of the Student Services Planning Council is to provide guidance to administrative decision-makers by developing criteria for ranking staffing and equipment requests generated through program reviews and to rank the requests in accordance with the adopted criteria.

LEADERSHIP

Vice President, Student Services

MEMBERSHIP

Dean, Special Funded Programs
Matriculation Program Assistant
Program Director, Student Support Services
Dean, Admissions and Records
Director, Student Financial Services
Administrative Assistant, Student Services
Assistant Dean, CalWORKs & Special Funded Programs
Faculty, Counseling
Faculty Coordinator, Student Activities

COMMITTEE OF THE WHOLE

The Committee of the Whole (COTW) provides all college stakeholders with the opportunity to have input, dialogue, and a voting presence to approve/disapprove matters affecting the entire college.

LEADERSHIP

Faculty Co-Chair: Co-Chair of ISPC
Administrative Co-Chair: Vice President of Academic Affairs

MEMBERSHIP

All faculty, staff and administrative personnel are members of the committee, along with officially designated representatives of the College's student governing body. In addition, Norco College students are encouraged and welcome to attend meetings.

RESOURCE LINKAGE

Prioritized lists, proposals, evaluations, and reports approved by the Committee of the Whole (COTW) are forwarded to the President for final decisions, resource allocation, and action. The President makes final decisions regarding requests and recommendations received from the Committee of the Whole. Based on the Board of Trustees' approval of the budget, and the Chancellor's notification of the College's allocation, the President determines final priorities and plans resource allocation guided by the core commitments, mission, and vision with full consideration given to the College's strategic goals. The recommendations of the President are then forwarded to the Chancellor or the District Strategic Planning Committee. The decision making at the level of the planning councils, committees, and the office of the President ensures the linkage between resource allocation, strategic planning, and program review.

EVALUATE, REPORT, REVIEW, REFINE

Formal feedback on resource allocation decisions made by the President is provided to the institution in the form of an annual memo from the President to the entire college community. This communicate formally explains the rationale for the President's decisions regarding resources. The decision-making process is thereby made transparent.

Evaluation and feedback regarding the process itself occurs:

- On an annual basis by means of the
 - o Survey of the Committee of the Whole
 - o Evaluation of Effectiveness of the Planning Councils
- And on a longer-range bi-annual basis by means of the
 - o Accreditation Survey (obtaining feedback from faculty, staff, and students regarding the College's success at achieving Accreditation standards)
 - o The Community College Survey of Student Engagement (CCSSE) (obtaining feedback from students and faculty regarding student engagement, campus climate, and satisfaction)

The Annual Open Dialogue Session serves as a venue to assess our specific strategies and objectives and to refine and revise them as appropriate.

Synthesis of the Open Dialogue Session and the follow-up Annual Report on Evaluation of Effectiveness offer formal feedback and is provided to the COTW and campus community.

STRATEGIC PLANNING TIMELINE



FALL

- Annual Report Evaluation of Effectiveness
- Planning Councils prioritize staffing and equipment requests
- Bi-annual Accreditation Survey
- Executive Summary Report of Open Dialogue
- Report of Resource Allocation
- Annual Progress Report on Institutional Goals
- Annual Grant Status Report
- Annual Survey of Councils' Prioritization Process
- Annual Evaluations of Senate and Senate Standing Committees



SPRING

- Survey of COTW
- Annual Open Dialogue Session
- Bi-Annual College Survey of Student Engagement (CCSSE)
- Evaluation of Effectiveness of Strategic Planning Committees/Councils
- Memorandum from College President
- Annual Instructional Program Reviews Submitted (Comp P.R. on four-year rotation)



SUMMER

- Administrative and Student Services Program Reviews submitted

CENTER FOR STUDENT SUCCESS

III. STRATEGIC GOALS AND OBJECTIVES

The goals and objectives provide indicators to measure our progress towards achieving our core commitments, mission, and vision. Our commitment to upholding accreditation standards, and our mission to “encourage an inclusive, innovative approach to learning” is integrated throughout each goal. The goals and objectives are also aligned with the strategic planning structure of the College.

*In some instances, objectives reflect the gathering of initial baseline data.

Norco College’s Overarching Goals:

- Goal 1: Increase Student Achievement and Success
- Goal 2: Improve the Quality of Student Life
- Goal 3: Increase Student Access
- Goal 4: Create Effective Community Partnerships
- Goal 5: Strengthen Student Learning
- Goal 6: Demonstrate Effective Planning Processes
- Goal 7: Strengthen our Commitment to our Employees

GOALS:

1. INCREASE STUDENT ACHIEVEMENT AND SUCCESS

Measures of achievement and success vary according to the educational goals of students. Together, achievement and success include completion of certificates, degrees and transfer as well as persistence, retention and the progress made towards one’s goals.

Objectives:

1. Improve transfer preparedness (completes 60 transferable units with a 2.0 GPA or higher).
2. Improve transfer rate by 10% over 5 years.
3. Increase the percentage of basic skills students who complete the basic skills pipeline by supporting the development of alternatives to traditional basic skills curriculum.
4. Improve persistence rates by 5% over 5 years (fall-spring; fall-fall).
5. Increase completion rate of degrees and certificates over 6 years.
6. Increase success and retention rates.
7. Increase percentage of students who complete 15 units, 30 units, 60 units.
8. Increase the percentage of students who begin addressing basic skills needs in their first year.
9. Decrease the success gap of students in online courses as compared to face-to-face instruction.
10. Increase course completion, certificate and degree completion, and transfer rates of under-represented students.

2. IMPROVE THE QUALITY OF STUDENT LIFE

The quality of student life will increase as students actively engage in learning, participate in college events, and utilize student support services in a climate that is inclusive, safe and welcoming.

Objectives:

1. Increase student engagement (faculty and student interaction, active learning, student effort, support for learners).
2. Increase frequency of student participation in co-curricular activities.
3. Increase student satisfaction and importance ratings for student support services.
4. Increase the percentage of students who consider the college environment to be inclusive.
5. Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics.
6. Increase current students' awareness about college resources dedicated to student success.

3. INCREASE STUDENT ACCESS

Norco College conceives of increasing access as another means by which we support students in their pursuit of a specific educational goal. Through careful enrollment management and strategic planning, providing counseling services, and responding to the needs of our community we will increase access to programs and services necessary to the success of our students.

Objectives:

1. Increase percentage of students who declare an educational goal.
2. Increase percentage of new students who develop an educational plan.
3. Increase percentage of continuing students who develop an educational plan.
4. Insure the distribution of our student population is reflective of the communities we serve.
5. Reduce scheduling conflicts that negatively impact student completion of degrees and programs.



4. CREATE EFFECTIVE COMMUNITY PARTNERSHIPS

Norco College is committed to establishing effective partnerships with the community that will benefit our students through increased scholarships, internships, and job opportunities. We also serve our community by providing relevant academic and career and technical programs that equip our students for the future.

Objectives:

1. Increase the number of students who participate in summer bridge programs or boot camps.
2. Increase the number of industry partners who participate in industry advisory council activities.
3. Increase the number of dollars available through scholarships for Norco College students.
4. Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.
5. Continue the success of Kennedy Partnership (percent of students 2.5 GPA+, number of students in co-curricular activities, number of students who are able to access courses; number of college units taken).
6. Increase community partnerships.
7. Increase institutional awareness of community partnerships.
8. Increase external funding sources which support college programs and initiatives.

5. STRENGTHEN STUDENT LEARNING

Through systematic and authentic assessment of courses, programs, and service areas Norco College will improve its practices and strengthen student learning.

Objectives:

1. 100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.
2. Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.
3. Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.
4. Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.
5. Increase the number of faculty development workshops focusing on pedagogy each academic year.

6. DEMONSTRATE EFFECTIVE PLANNING PROCESSES

Norco College demonstrates effective planning by following an integrated planning model based on actionable data, transparent dialogue, and systematic processes.

Objectives:

1. Increase the use of data to enhance effective enrollment management strategies.
2. Systematically assess the effectiveness of strategic planning committees and councils.
3. Ensure that resource allocation is tied to planning.
4. Institutionalize the current Technology Plan.
5. Revise the Facilities Master Plan.

7. STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES

Norco College demonstrates commitment to our employees through professional development, an inclusive environment, and programs focused on safety, health and wellness.

Objectives:

1. Provide professional development activities for all employees.
2. Increase the percentage of employees who consider the college environment to be inclusive.
3. Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.
4. Increase participation in events and celebrations related to inclusiveness.
5. Implement programs that support the safety, health, and wellness of our college community.



IV. REFERENCES

Riverside Community College District Master Plan:

<http://www.norcocollege.edu/about/president/strategic-planning/Documents/PlanningDocs/AcademicMasterPlan2005.pdf>

Norco College Catalog

<http://www.norcocollege.edu/academics/Pages/College-Catalog.aspx>

Norco College Strategic Planning: Policy 2010-01

Policy and Procedures for Regular Evaluation of Integrated Institutional Planning, Budgeting and Decision-making Processes, April 2010.

[http://www.norcocollege.edu/about/president/strategic-planning/Documents/PlanningDocs/NSPC%20Policy%202010-01\(2\).pdf](http://www.norcocollege.edu/about/president/strategic-planning/Documents/PlanningDocs/NSPC%20Policy%202010-01(2).pdf)

Norco Prioritization Process, 2006.

Norco College Office of Student Success, College Profile.

WEBSITES:

Norco Strategic Planning

<http://www.norcocollege.edu/about/president/strategic-planning/>

Norco Strategic Planning Councils and Committees:

Institutional Strategic Planning Council:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/ispc.aspx>

Committee of the Whole:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/cotw.aspx>

Academic Planning Council:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/apc.aspx>

Academic Senate:

<http://www.norcocollege.edu/employees/faculty/Pages/Academic-Senate.aspx>

Assessment Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Assessment-Committee.aspx>

Business and Facilities Planning Council:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Business-and-Facilities-Planning-Council.aspx>

Curriculum Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Curriculum-Committee.aspx>

Equity/Matriculation Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/EquityMatriculation-Committee.aspx>

Grant Advisory Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Grant-Advisory-Committee.aspx>

Legacy Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Legacy-Committee.aspx>

Library Advisory Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Library-Advisory-Committee.aspx>

Program Review Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Program-Review-Committee.aspx>

Student Services Planning Council:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Student-Services-Planning-Council.aspx>

Student Success Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Student-Success-Committee.aspx>

Technology Committee:

<http://www.norcocollege.edu/about/president/strategic-planning/Pages/Technology-Committee.aspx>

V. ACKNOWLEDGEMENTS

Under the direction of the College President, the information in this document was compiled, organized, and summarized by Dr. Gail Zwart, Co-Chair of Institutional Strategic Planning Council, and Dr. Diane Dieckmeyer, Vice President of Academic Affairs. It reflects the ongoing work in the area of Strategic Planning for the entire Norco College community.

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APPENDIX A: WEIGHTING CRITERIA FOR ACADEMIC POSITIONS

Adopted By Academic Planning Council
09/14/12

CRITERION	DESCRIPTION	POINTS
Improvement of Student Learning	Level of engagement in authentic assessment of Student Learning Outcomes (Norco Assessment Committee reviewed NAC Rating). Potential for new position to contribute to increased student learning.	20
Student Retention	Potential for new position to contribute to increased Student Retention. Potential for improvement in retention associated with adding a full-time position.	20
Increased Student Success	Potential for new position to contribute to increased student success.	20
Improved Quality of Student Experience	A somewhat subjective criterion designed to address disciplines and service areas for which quantitative data pertaining to above criteria are not readily available. Points awarded based on the extent to which requesting unit has demonstrated that adding the position requested will enhance the quality of the student experience at Norco.	20
Current Full-time Staffing	Extent to which department or service area depends upon part-time positions to deliver services. Maximum points awarded for disciplines with no full-timers; near maximum points awarded for those with only one FT position currently.	20
		<hr/> <hr/> 100

APPENDIX B: WEIGHTING CRITERIA FOR STUDENT SERVICES POSITIONS

Student Services Weighting of Ranking Criteria for all Resource Requests

CRITERION	DESCRIPTION	POINTS
Institutional Strategic Planning Initiatives	Master plan, technology plan, facilities master plan, student services mission and goals	30
Student Success	Access, quality of student experience, persistence, student success, awards and certificate completion.	30
Outcomes Assessment	Demonstration of area effectiveness through the outcomes assessment process.	20
Current Staffing	Benefits more than one department, ratio, level of student contact, student demand, function/service.	20
		<hr/> <hr/> 100



APPENDIX C: WEIGHTING CRITERIA FOR ADMINISTRATIVE POSITIONS

Business & Facilities Planning Council 11-12
Weighting of Ranking Criteria for all Resource Requests

CRITERION	DESCRIPTION	POINTS
Service Area Outcomes	<p>The potential for the resource requested to address specific service area outcomes / dashboard indicators, etc. Requestor should provide data to substantiate the need for the resource request and a specific service area outcome.</p> <p>25 points = High Relevance; 0 points = No Relevance</p>	25
Campus Safety	<p>The potential for the resource requested to address specific or general campus safety issues. The requestor should provide specific information relative to the particular safety issue and how the resource requested will mitigate the same.</p> <p>25 points = High Relevance; 0 points = No Relevance</p>	25
Regulatory Compliance/ Industry or District Standards	<p>The potential for the resource requested to address regulatory compliance issues and Industry and/or District Standards. The requestor should provide specific information relative to the particular compliance issue and how the resource request will mitigate the same.</p> <p>25 points = High Relevance; 0 points = No Relevance</p>	25
Promotes Long Range Campus/District Plans *	<p>The potential for the resource requested to promote specific Campus and/or District Strategic Initiatives. The requestor should provide specific information on the particular strategic initiative and how the resource requested will address such.</p> <p>* Educational Master Plan; Facilities Master Plan; District Strategic Vision, Values, Themes</p> <p>25 points = High Relevance; 0 points = No Relevance</p>	25

100

APPENDIX D: NORCO STRATEGIC PLANNING COMMITTEE POLICY 2010-11

POLICY AND PROCEDURES FOR REGULAR EVALUATION OF INTEGRATED INSTITUTIONAL PLANNING, BUDGETING AND DECISION-MAKING PROCESSES

BACKGROUND

Since the 2006/07 academic year, Norco College (formerly the Norco Campus of the Riverside Community College District) has had procedures in place for full integration of its institutional planning, program review, resource allocation and decision-making processes. The purpose of this policy is to codify these procedures in order to ensure that they are regularly evaluated through the established College decision-making structure.

POLICY STATEMENT

On an annual basis, the strategic planning, program review and resource allocation processes of Norco College will be evaluated in an effort to ensure that:

- Planning, program review and resource allocation are effectively linked;
- Decisions regarding the allocation of resources are driven by goals and objectives identified in the College Strategic Plan, programmatic initiatives enumerated in annual program review documents and evidence of effectiveness in achieving course-, program- and institutional-level student learning outcomes; and
- The concerns of stakeholders (students, faculty, staff, administrators and the communities served by the College) are ascertained on a regular basis and continually incorporated into the College's planning, resource allocation and decision-making processes.

EVALUATION PROCEDURES

Evaluation of Norco College's strategic planning; program review, resource allocation and decision-making process shall be comprised of an annual cycle that includes the following elements:

1. Annual Survey of Effectiveness of the Planning Councils: Academic Planning Council, Business and Facilities Planning Council and Student Services Planning Council – at the end of November of each academic year, participating members of each planning council will be surveyed to determine their degree of satisfaction with committee level planning, program review, resource allocation and decision-making processes, annually evaluate the criteria used, and their perceptions regarding the degree to which these processes are effective and linked at the planning council level.
2. Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees: In October of each academic year, each standing committee and the Academic Senate will participate separately in dialogue sessions to evaluate the effectiveness of their planning and decision-making processes during the previous year. The Academic Senate will receive an executive summary from each standing committee for review and discussion at the last Academic Senate meeting in November. The Academic Senate will make recommendations to and receive recommendations from each of the standing committees based on the results of the evaluation and discussion.

3. Memorandum from College President to Norco College – By the end of each academic year (or as soon thereafter as budget recommendations and decisions for the subsequent academic year have been made) the College President will submit a memorandum to the Committee membership that identifies which of the faculty and staff positions identified in previous year program review and prioritized by the Planning Councils will be recommended for funding. In instances in which the President's decisions do not correspond to the recommendations of the Planning Councils a detailed rationale for the divergence will be provided.
4. Annual Progress Report on Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the College Office of Student Success, shall be presented at a Committee of the Whole meeting during the beginning of the fall term of each academic year.
5. Survey of Committee of the Whole Membership – At the final Committee of the Whole meeting of each academic year the membership (which constitutes faculty, staff, students and administrators) will be surveyed to determine their degree of satisfaction with College planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively linked.
6. Report of Resource Allocation – After the Board of Trustees approves the budget, a report will be made to the Committee of the Whole membership, informing them of budget allocations decisions which impact the College and District, and providing ample opportunity for institution-wide dialogue.
7. Annual Open Dialogue Session – This session, to be conducted toward the end of each academic year in late May or early June, will provide all Norco College stakeholders with an opportunity for open dialogue concerning the extent to which college planning, program review, resource allocation and decision-making processes contribute to the achievement of course-, program- and institutional-level student learning outcomes. Content of the open dialogue session will be captured through minutes and a summary report will be written. The open dialogue summary report will be presented in a Committee of the Whole meeting of the following fall term.
8. Annual Evaluation Report – This report, to be prepared by the Office of Student Success, will be transmitted to the Norco Strategic Planning Committee membership at the first meeting of each academic year, at which time the Committee membership will be invited to make suggestions for improving the process. Any recommended revisions to the procedures and processes, if approved by the College President, will be incorporated into the next year's cycle.

APPENDIX E: ANNUAL MEMORANDUM FROM THE COLLEGE PRESIDENT

June 4, 2012

Memo To: Norco College Strategic Planning Committee
From: Dr. DiThomas, Interim President
Subject: Memorandum on Program Review Resource Allocations for 2011-12

Dear Norco College,

Congratulations on completing another successful year. Despite the budgetary hardships we experienced as a district and a college we continued to move forward with our characteristic resiliency. During the past year, we approved transfer degrees in Sociology, Early Childhood Education, and Communication Studies. We also developed exciting new programs in commercial music, gaming, CNC Programming and Digital Electronics, and have begun the work on the development and standardization of a national curriculum for supply chain technology. We implemented our "Community for Academic Progress" (CAP) programs which are new learning communities that guarantee classes in 7 programs of study to complete a Norco College certificate in just 4 semesters.

We celebrated the award of three Upward Bound grants totaling \$4.09 million over the next five years. The National Science Foundation awarded us \$3.5 million over 4 years to establish the National Center for Supply Chain Technology Education (NCSCTE). We successfully landed a Title III grant for \$4.3 million that will support the creation of a STEM Center to facilitate student success in science and technology fields, a new MESA student support program, and a summer bridge component. In addition, with nothing but the sweat of our brows, we launched Rites to Thrive, a new African American success initiative; took steps to make Norco College accessible to another often-overlooked student population through our Foster Youth Initiative; and designed a pilot Summer Advantage Program with Corona Norco Unified School District to ensure access to college for the recent high school graduates of our community. We reorganized our strategic planning process, revised our program review templates, broke ground on our Water Demonstration Garden, stood in awe at the first exhibition of our new art gallery, and celebrated numerous showcase events featuring the work of our amazing students. Wow! Thank you all for making 2011-12 such a great school year at Norco College.

This memorandum is my report to the institution on the resource allocation decisions which have been made to-date, completing the last step in our program review process.

PROGRAM REVIEW RESOURCE ALLOCATION PROCESS – Each year, our process begins with the completion of Annual Instructional Program Reviews, Administrative Program Reviews, and the Student Services Program Review. The resource requests from the program reviews are aggregated and submitted to the Academic Planning Council, Business and Facilities Planning Council, and Student Services Planning Council, respectively. Each of the councils uses a specifically developed rubric to prioritize the requests, developing a list of ranked items which are approved and moved forward to the Institutional Strategic Planning Council (ISPC). The ISPC reviews the list and the processes which were followed in establishing the lists and approves/disapproves. If approved, as was the case in 2011-12, the prioritized lists of faculty, staff, and equipment requests move forward as an information item to the Committee of the Whole, and as a recommendation for consideration to the president. Based on the president's approval, resource allocations are made in response to the prioritized lists.

PRIORITIZED PERSONNEL NEEDS:

Faculty Positions – Though it was a long time in coming, we were able to hire a full-time tenure-track Multi Media faculty member as a replacement for a tenure-track faculty position in Game Art that was non-renewed in 2010. This position was the #1 faculty hire request on the 2010-11 prioritization list of the Academic Planning Council.

In January 2012, as a result of the district-wide "golden handshake" retirement incentive package we lost one full-time art faculty member. Although replacement of this position was ranked as the #1 position on the 2011-12 prioritization list, we were unable to backfill that faculty position. However, we were able to utilize some of the salary savings from that retirement to hire a part-time Director for the Art Gallery.

Staff Positions – The “golden handshake” retirement incentive resulted in the loss of our Tutorial Services Clerk and our Assessment Specialist. The Assessment Specialist was the highest ranked position on the 2011-2012 prioritization list of the Student Services Planning Council. Though we were unable to backfill these retirements, we were successful in having district resources redistributed to our college in the form of a Matriculation Program Assistant position. This enabled us to reorganize our tutorial and placement departments under one umbrella position called Placement and Tutorial Services Coordinator and to staff that position with our current Matriculation Specialist. In addition, we also lost a Library Clerk II to retirement. Though we were unable to hire a replacement position, we again were able to backfill that position through a transfer from another campus.

I would also like to note that funding from various grants has enabled us to hire two full-time Grants Administrative Specialists, a part-time Microcomputer Support Specialist, and a full-time Educational Advisor.

Administrative Positions – As a result of the long-time hiring freeze, we have had several interim administrative positions within our structure. In response to that need, the Chancellor approved the hiring of a permanent President and Vice President, Academic Affairs. In addition, grant funds allowed us to hire Project Directors for the Title III STEM grant and the NSF grant for the National Center for Supply Chain Technology Education.

PRIORITIZED EQUIPMENT NEEDS:

California community college block grants from the state, the traditional source of instructional and non-instructional equipment money, have not been funded for the past several years. This has dramatically limited the amount of investment we can make in new equipment. However, prioritized equipment requests were funded through the contingency funds of the President and Vice Presidents.

In Academic Affairs, each department submitted a ranked program review equipment list to the Vice President, Academic Affairs. Purchases included, stage monitors, digital cameras, barometers, a flat table scanner, skeletons, reading diagnostic materials, new computer chairs and keyboard trays in an ATEC classroom, a new classroom instructor chair, and the repair of costly machinery in the CACT building.

In response to program review requests for the library and Instructional Media departments, purchases included 7 replacement laptops for use at Kennedy Middle College High School, a faculty office computer and printer, 50 student computers, and 1 additional computer for student log in the Learning Resource Center. As an added benefit, the purchase of the 50 new computers enabled us to repurpose computers in various work stations throughout the library.

The Business and Facilities Planning Council ranked the equipment requests from the Administrative Program Reviews. The college was able to complete or has pending purchases on the top 15 items on the prioritized list. These include a backhoe and carpet cleaning machine for facilities, and a new patrol vehicle (to replace one with over 300,000 miles on it) and a cart for the Police. Other items are earmarked for purchase by other funds including Measure C (Forklift as part of the Operations Center) and IMC projectors in the West End Quad and ATEC as part of the IT Audit.

The Student Services Planning Council ranked equipment and technology requests from each area program review. Before making purchase recommendations to the Vice President of Student Services, the Council determined if grant or categorical funds could be used for purchases. In addition to using alternate funding sources, many items listed on the equipment requests were covered under Secondary Effects. The college was able to purchase a laptop and portable projector in response to the program review requests. All purchase recommendations by the Student Services Planning Council were funded this year.

It is my hope that as you review the many allocations that were made in response to the prioritized resource requests, you will be reminded of the important role that program review plays in our institutional planning and resource allocation. I commend you for your continued commitment to Norco College and to its processes.