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Sent: Wednesday, March 14, 2018 11:07 PM

To: nor-all <nor-all@lists.rcc.edu>

Subject: [NOR-ALL] Institutional Reorganization Update

Norco College Family,

We are in the midst of a campus-wide conversation around an Institutional Reorganization. I would like to address three questions in this update. 1) Why are we going through a reorg? 2) What is our plan? 3) How will we make the final decision?

Q1: Why Are We Going through a Reorganization?

Nearly every student comes to Norco College with one of three goals in mind—complete a certificate, AA degree, or achieve transfer readiness. Dr. Aycock recently completed a study of our students and found that given four years to complete these goals, approximately 15% of our students are successful while approximately 85% do not complete their goals. If you parse the students demographically, the completion rates are even more stark for historically underserved students. We need to flip these numbers. We should have something more like 85% finding success with 15% struggling.

This problem is not exclusive to Norco College; it is reflected throughout the community college system. But it is a problem all of us find unacceptable. We want to change this completion rate **DRAMATICALLY**. To do this, we need to make bold changes, in a collaborative manner, with a sense of urgency. Fine tuning our current approach will not have the results we hope to see. With numbers like this, we cannot shoot for small or incremental changes. More specifically, we need to aim for reform in two critical areas.

First, we need to structure academic affairs and student services around guided pathways. We need to reorganize the way academic affairs is structured (e.g., schools) and we need to make significant changes to the way student services are delivered. These changes need to be made in accordance with a guided pathways framework. There is significant data and real examples substantiating this model and its impact on student success.

Second, we need to create an advancement office/capacity to generate the additional resources the college needs. We do not have enough people or space to offer the quantity and quality of services/programs we all desire. To address this we need to coordinate marketing, outreach, government affairs, grant writing, strategic initiatives, media relations, fundraising, and more under a coordinated umbrella often referred to as the Office of Advancement at other colleges and universities.

With these fundamental changes, we believe we can dramatically improve the number of students who find success at Norco College.

Q2: What Is Our Plan?

There are three plans in discussion at the moment. Dr. Lee has been leading the development of a plan that deals with Academic Affairs. Dr. Green has been leading in the development of a plan that deals with Student Services. Mr. Reeves has been leading the development of a plan for advancement. These

have gone through a battery of initial meetings and presentations in an effort to find a general consensus. We are carrying the three plans through a few more meetings to shape each one a little more and will then combine all three plans into one comprehensive institutional reorganization plan. We will have the comprehensive plan (draft 1) ready for release to the entire campus on Thursday March 22. Upon the release of draft 1, we will receive comments and suggestions via email to augment the meetings listed below.

Q3: How Will We Make the Decision?

The Institutional Reorganization is very important to the success of our students and the development of the College. To “get it right”, we are working through a series of conversations. Please participate in any of these conversations that fit into your schedule. If you cannot attend, make sure you try to send someone from your area or circle back with the people and minutes from the meetings. I strongly encourage you to use this process (our prescribed decision-making process) to articulate a broad-based and well-developed recommendation that I can lean on in my final decision.

Date	Meeting
December 8	ISPC Fall Retreat
January 26	Staff Development Day
February 9	Spring FLEX
March 2 9:00-10:00am IT-218	Academic Reorg Workgroup *First proposal-Kickoff conversation
March 6	VP Meeting
March 12 10:00-11:00am ST107	Advancement Workgroup
March 13	Business & Facilities Planning Council (BFPC)
March 14	Management Meeting
March 14	VP Meeting
March 16	Academic Planning Council (APC)
March 16 1:00-2:00pm CSS219	Institutional Reorganization (renamed from Academic Reorg) Workgroup
March 19 10-11:00am ST107	Advancement Workgroup
March 19	Academic Senate
March 20	Student Services Planning Council (SSPC)
March 21	VP Meeting
March 22	Campus-wide release of comprehensive institutional reorg plan (Draft 1)
March 23 11:00-12:00pm CSS219	Institutional Reorganization Workgroup
March 26 10:00-11:00am OC102	Advancement Workgroup
April 2 3:00-4:00pm OC102	Advancement Workgroup
April 3	Business & Facilities Planning Council (BFPC) *Action on Recommendation to ISPC
April 4	Institutional Strategic Planning Council (ISPC)
April 4	VP Meeting
April 6	Academic Planning Council (APC)

	* Action on Recommendation to ISPC
April 16 10:00-11:00am ST107	Advancement Workgroup
April 18	Institutional Strategic Planning Council (ISPC)
April 25	Student Services Planning Council (SSPC) * Action on Recommendation to ISPC
May 2	Institutional Strategic Planning Council (ISPC) * Action on Recommendation to Dr. Reece
May 18	Committee of the Whole (COTW) * Final Recommendation to Dr. Reece

Thank you for helping with this important deliberation.

Dr. Reece

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