

**From:** nor-all <nor-all@lists.rcc.edu> **On Behalf Of** Reece, Bryan

**Sent:** Thursday, March 22, 2018 9:20 PM

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

**Subject:** [NOR-ALL] Institutional Reorganization

Norco College Family,

Attached are two important documents related to the institutional reorganization we are discussing on campus.

- The first is the most current proposed reorganization. It has been reshaped significantly since its first introduction. I am certain it will continue to be modified/perfected as we move through this discussion.
- The second is the deliberation calendar, listing all the meetings we have held to date and the remaining meetings scheduled through May.

Please include these documents in your upcoming meetings for discussion and dialogue. These are public documents. Share them with anyone you think may be interested in contributing to the conversation. As you move forward, try to capture recommended changes from any meeting you attend and forward the salient comments to one of our three VPs.

Sometime next week, I will be sending out a more traditional organizational chart that captures the content reflected in the attached documents. We have spent several hours on the org chart, but it still needs some work and I want a few more people to look at it before we distribute it campus-wide.

Please remember our broadest goals associated with these plans. The changes we are making in Academic Affairs and Student Services are intended to improve student success and address academic equity issues. The changes we are making in the Advancement area are intended to increase college going rates (access) in our region and bring in the resources we need to expand our college. Our intentions are to make bold, collaborative, and urgent changes in these areas. Our expectations are to see dramatic improvements in student success, equity, and access.

Feel free to come by my office or make an appointment if you want to discuss these plans, and thank you for engaging in this dialogue.

Bryan Reece

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Bryan Reece, Ph.D.  
President, Norco College  
(951) 372-7016



## **Institutional Reorganization**

Deliberation Calendar

Updated March 21, 2018

### **Why are we doing this?**

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, 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.

### **How will we deliberate on this?**

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.

Date	Meeting	Notes
December 8, 2017	ISPC Fall Retreat	President presented idea of organizing Academic Affairs and Students Services around schools. Group discussed. General consensus to proceed with reorganization.
January 10, 2018	Management Meeting	President presented need to organize around guided pathways. Group discussed.
January 26, 2018	Staff Development Day	President presented need to reorganize academic affairs around guided pathways and need to establish advancement capacity/office. Group discussed.
February 9, 2018	Spring FLEX	President presented need to reorganize academic affairs around guided pathways and need to establish advancement capacity/office. Group discussed.
March 2 9:00-10:00am IT-218	Academic Reorg Workgroup	VPAA presented first proposal to workgroup. Group discussed. Provided recommended changes.
March 6, 2018	VP Meeting	President and VPs met to review all recommended changes to date. Changes to plans were considered/incorporated.
March 12 10:00-11:00am ST-107	Advancement Workgroup	VPBS discussed advancement and adjusted plan.
March 13, 2018	Business & Facilities Planning Council (BFPC)	3 VPs met with BFPC to discuss the plans around academic affairs, student services and advancement. Group offered recommended improvements.
March 14, 2018	Management Meeting	President and 3 VPs presented reorganization. Managers discussed and offered improvements.
March 14, 2018	VP Meeting	President and VPs met to review all recommended changes to date. Changes to plans we considered/incorporated.
Friday, March 16, 2018 9:00am-12:00pm IT-210	Academic Planning Council (APC)	3 VPs met with APC to discuss the plans around academic affairs, student services and advancement. Group offered recommended improvements.
Friday, March 16 1:00-2:00pm CSS-219	Institutional Reorganization Workgroup	VPSS and VPAA met with workgroup to discuss the plans around academic affairs, student services and advancement. More emphasis was given to academic affairs and student services. Group offered recommended improvements.
Monday, March 19 10-11:00am ST-107	Advancement Workgroup	VPBS met to discuss the advancement plan. Group offered suggested improvements.

Date	Meeting	Notes
Monday, March 19, 2018 1:30-3:30pm ST-107	Academic Senate	VPBS and VPAA attended Senate and presented institutional reorganization ideas/plan. Senators contributed suggestions for improvements.
Tuesday, March 20, 2018 1:30-3:00pm CSS-219	Student Services Planning Council (SSPC)	3 VPs attended meetings. Discussed institutional reorganization ideas. Council members contributed suggestions for improvement.
Wednesday, March 21, 2018 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	President, VPBS and VPSS attended meetings. Discussed most recent institutional reorganization plans (Norco College Institutional Reorganization Draft 3-21-2018). Council members contributed suggested improvements.
Wednesday, March 21, 2018 3:00-5:00pm Pres Office	VP Meeting	President and VPs met to review all recommended changes to date. Changes to plans were considered/incorporated.
Thursday, March 22, 2018	Campus-wide release of comprehensive institutional reorg plan (Draft 1). Sending out via Nor-All	
Monday, March 26 10:00-11:00am OC-102	Advancement Workgroup	
Thursday, March 29 12:50-1:50PM THTR-101	College Hour: Institutional Reorganization Conversation	
Monday, April 2 3:00-4:00pm OC-102	Advancement Workgroup	
Tuesday, April 3 12:50-1:50PM THTR-101	College Hour: Institutional Reorganization Conversation	
Wednesday, April 4 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	
Wednesday, April 4 3:00-5:00pm Pres Office	VP Meeting	
Thursday, April 5 12:50-1:50pm CSS-217	Committee of the Whole (COTW)	
Friday, April 6 8:00-9:00am CSS-219	Institutional Reorganization Workgroup	
Friday, April 6 9:00am – 12:00pm ST-107	Academic Planning Council (APC) <b>*Make recommendation to ISPC</b>	
Wednesday, April 11 1:30-3:30pm ST-107	Management Meeting	
Monday, April 16 10:00-11:00am ST-107	Advancement Workgroup	

Date	Meeting	Notes
Monday, April 16 1:30-3:30pm ST-107	Academic Senate *Make recommendation to ISPC	
Tuesday, April 17 11:15am-12:45pm ST-107 <i>*rescheduled from April 3</i>	Business & Facilities Planning Council (BFPC) *Make recommendation to ISPC	
Wednesday, April 18 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	
Tuesday, April 24 2:00-4:00pm CSS-217	Associated Students Norco College	
Wednesday, April 25 1:30-3:00pm ST-107	Student Services Planning Council (SSPC) *Make recommendation to ISPC	
Wednesday, May 2 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC) *Make recommendation to COTW/Dr. Reece	
Tuesday, May 8 2:00-4:00pm CSS217	Associated Students Norco College	
Wednesday, May 9 1:30-3:30pm ST-107	Management Meeting	
Friday, May 11 9:00am – 12:00pm ST-107	Academic Planning Council (APC)	
Thursday, May 17 12:50-1:50pm CSS-217  <b>Updated: 3/21/18</b>	Committee of the Whole (COTW) *Make final recommendation to Dr. Reece	

**NORCO COLLEGE**

**INSTITUTIONAL REORGANIZATION DRAFT 03-22-2018**

**President Norco College**

*Bryan Reece*

Including: CTA; CSEA; Classified Senate

**Student Services**

*Monica Green, Vice President*

Including: Completion Initiative and Guided Pathways; Student Financial Aid Services; Student Services Planning Council

DeAsis, Mark	Dual Enrollment Initiative
	College Receptionist
	Admissions and Records
	JFK Middle College HS
	Evaluations
	Enrollment Management A&R
	Concurrent Enrollment
	Veteran's Resource Center
Hartley, Mark	CREST Grant
	Competitive Athletics
	Associated Students of Norco College
	Health Services
	Student Conduct
	Career Center
	Student Employment/Ambassadors
	Student Activities
James, Tenisha	CARE Network
	Puente
	Umoja
	Disability Resource Center
	Transfer Center
	Assessment Center
McCarson, Daniela	Counseling/Counseling IOI (FT/PT)
	Student Success and Support Program
	CalWORKS
	Summer Advantage
Oceguera, Gustavo	TRIO Programs
	AEBG Educational Advisement
	Foster Youth
	Integrated Plan (SSSP, BSI, Equity)
	EOPS/CARE
	First Year Experience
	Student Equity
Title V Transfer Pathways	
Unity Zone	

## Business Services

*James Reeves, Interim Vice President*

Including: Finance and Administration; Business and Facilities Planning Council; College Resource Center; Cashier/Student Accounts; College Safety and Emergency Preparedness

Barrios, Odili	Food Services
Henry, Richard	College Police
Sierra, Javier	Facilities and Grounds
	Warehouse
TBA	Instructional Media
	Technology Service Center

## Development and External Relations (Still Working on Title)

*Kevin Fleming, Dean*

Including: College Strategic Initiatives (Photonics, Veterans); Strong Workforce Regional Marketing; College Website; Marketing; Outreach; Perkins (Administration)

Molko, Colleen	National Center For Supply Chain Automation
	Strong Workforce (Local)
	STEM Grant Administration
	Grants Development & Administration

## Academic Affairs

*Samuel Lee, Interim Vice President*

Including: Academic Planning Counsel; Catalog; Curriculum; Schedule Development; Universal Design

Aycock, Greg	Institutional Effectiveness and Research
	Accreditation
	Assessment Committee
	Planning
	Basic Skills Initiative
Campo, Peggy	Academic Senate
Mustain, Debra	Accelerated Career Education
	Apprenticeship Program
	Noncredit Programs
	Community Education Programs
	Contract Programs
	Strong Workforce (Regional)
	Next Phase Initiative CTE
	Proposition 39
Nance, Damon	Adult Education Block Grant
	Library
	Learning Resource Center
	Basic Skills Student Outcomes Transformation
	Distance Education
	Online Educational Resources
	Professional Development Center

## Academic Affairs SCHOOLS

*Samuel Lee, Interim Vice President*

Including: Academic Planning Counsel; Catalog; Curriculum; Schedule Development; Universal Design

Fulbright, Marshall	School of Arts & Humanities	Arts, Humanities, and World Languages	Art
			Dance
			French
			Humanities
			Japanese
			Music
			Music Industry Studies
			Philosophy
			Photography
			Spanish
			Theater
			Art Gallery
			Title V Music Industries
			Communications
	English		
	English as a Second Language		
	Interdisciplinary Studies (Tutor Training)		
	Library		
	School of Social & Behavioral Studies	Social & Behavioral Sciences	Reading
			Administration of Justice
			Anthropology
			Early Childhood Education
			Economics
			Guidance
			History
			Political Science
Psychology			
Academic Affairs	Academic Affairs	Sociology	
		Program Review Committee	
		Professional Development Committee	
		Next Phase Initiative Academic	



**Academic Affairs SCHOOLS (Continued)**

Parks, Jason	School of Business & Management	Business, Engineering, & Information Technology	Accounting
			Business Administration
			Business Marketing
			Management
			Real Estate Management
			Work Experience
	Architecture		
	Computer Applications		
	Computer Information Systems & Computer Science		
	Computer Science		
	Construction Technology		
	Electronics & Electrician		
	Engineering		
	Game Development		
	Manufacturing Technology		
	Supply Chain Technology		
	School of Science, Technology, Engineering & Mathematics	Mathematics	Mathematics
		Science & Kinesiology	Anatomy & Physiology
			Biology
			Chemistry
			Geography
			Health Science
			Kinesiology
			Microbiology
			Physical Science
			Physics
			Honors
			STEM Academic Program and Center
			Strong Workforce Regional Consortium (CTE)
			Academic Affairs
	Enrollment Management Instruction		
Perkins (Academic)			