



## Academic Planning Council

Business Meeting

March 16, 2018

9:00am-12:00pm

**IT 210**

Present: Ms. Melissa Bader (co-chair), Mr. Quinton Bemiller, Mr. Peter Boelman, Dr. Kevin Fleming, Dr. Alexis Gray, Mr. John Moore, Mr. Jeff Mulari, Dr. Jason Parks (co-chair), Mr. Bob Prior, Dr. Phu Tran, Dr. Gail Zwart

Absent: Mr. Kim Kamerin, Ms. Ana-Marie Olaerts, Ms. Patricia Worsham

Visiting: Dr. Monica Green, Dr. Samuel Lee, Mr. Jim Reeves, Ms. Peggy Campo, Mr. Damon Nance, Mr. Derek Sy

### A. Welcome

1. Melissa Bader welcomed everyone to the meeting.

### B. Approval of Minutes

1. Motion to approve minutes from February 23, 2018 | Zwart/Gray Approved with 4 abstentions

### C. ACTION ITEMS

1. Faculty Hiring Rubric
  - i. Examine for criteria
    - a. Should we align to pillars
    - b. Should we condense
    - c. Current process is establish the need first
    - d. Can we move to a 3 year plan
  - ii. Need to add a 10 year plan
    - a. APC needs to have foresight
  - iii. How do we adjust the process so new ideas that emerge can move forward
  - iv. Should we rollover and revisit in September
  - v. Motion leave as is | Zwart/Bemiller Approved unanimously

### D. DISCUSSION ITEMS

1. Academic ReOrg Strengthening Our Schools Draft
  - i. The goal is to improve student completion
  - ii. Petition for growth
    - a. Adding an additional Dean of Instruction
  - iii. Distributed a Draft of the Reorganization
    - a. Breakdown by Disciplines
      - Sections, FTE's, Complexity of Tasks for each Discipline
        - i. High inventory, purchasing, multiple emails

- iv. This is a draft and input is appreciated
  - v. Big Changes are coming
  - vi. Dr. Fleming's position will focus on external relations
  - vii. Possibly add an Assistant Vice President position to oversee grants and public relations
  - viii. Focus on Norco
  - ix. Dr. Ocegüera will now report to Student Services
    - a. This pairs better with state alignment
    - b. Offers better support for students
  - x. Looking to add a Director for the Disability Resource Center
  - xi. Reviewed deliberation calendar
  - xii. We need support from everyone at Norco College
  - xiii. APC will vote their recommendation on April 6
  - xiv. CTE is concerned that they are losing their advocate, the program flourished under Dr. Fleming
  - xv. CTE faculty support the change just concerned
2. Zero Cost Textbooks
- i. Removes cost to students
  - ii. Is being added to the website Library and Schools
  - iii. Need to consider how students feel when the book is purchased but not used
  - iv. How do we find out which faculty are already offering this
  - v. Email Nor-Fac to see who is already offering Zero Cost textbooks and who would be interested in offering
  - vi. Can they be printed for students – yes for a low cost

#### E. Standing Committee Reports

- 1. Academic Senate (Bader)
  - i. Approved Full Stack Web Development 8 units
  - ii. Sabbatical is unclear
  - iii. Discussed new budget formula. First few years no change in our funding.
  - iv. No change to our enrollment targets
  - v. Chancellor expects the colleges to meet their enrollment targets, currently all colleges are up and meeting their enrollment targets
- 2. ISPC (Bader)
  - i. Technology prioritization list went through ISPC. Check with Ruth Leal to see if you're on the refresh list
  - ii. The marketing committee is working on the redesign of logo's and the college seal
    - a. The marketing committee asked for their own budget, not approved at this time
  - iii. The college is hiring a consultant for the strategic plan
  - iv. Accreditation is coming and the preparation for it is happening now
    - a. Considering the purchase of Cloud based tool "SPOL" for evidence tracking
  - v. Grants
    - a. How do we evaluate
    - b. Do we need another Grant

- c. Do we institutionalize
    - d. We cannot live on Grants
  - vi. Guided Pathways
  - vii. RCCD Professional Resource Team (Norco, RCC and MV) will be hosting other Inland Empire colleges in an effort to help them complete the process
- 3. District Enrollment Management (Bader)
  - i. Chancellor is focused on modeling the State Pillars
    - a. Offering core courses at specific times and days
  - ii. Raj gave enrollment updates – Norco is down 50
  - iii. Dr. Isaac wants us to work more closely with Call State and UCR to teach higher education classes
    - a. UCR wants 1 out 3 Juniors to come from Community Colleges
    - b. Cal State San Bernardino President said he won't accept anyone without ADT's
  - iv. Early Enrollment
    - a. IT is testing
    - b. A group of staff from Admissions and Records is going to enroll students and try to break the system before our students do.
    - c. Currently on track to begin enrollment for Winter and Spring on October 22, 2018, Phase I
    - d. Phase II, Summer and Fall 2019 is scheduled to begin enrollment on April 15, 2019
    - e. Phase III, April 2020 entire year
    - f. Approve Academic Calendar for 2 – 3 years
    - g. Looking at a grant to help us better use Edu-Nav
    - h. Issues with Earlier Enrollment
      - Curriculum
      - Catalog has to be in place
      - Impact to CTE
- 4. Program Review Committee (Dr. Gray)
  - i. Dr. Gray emailed Nor-Fac a tutorial
  - ii. If faculty are having trouble have them email Dr. Gray

#### F. Deans' Reports

- 1. DOI – CTE (Dr. Fleming)
  - i. Jesse Lopez has accepted a Deans position at Miramar College and will be leaving us
  - ii. Veteran's Initiative movement, currently getting the infrastructure in place. A vendor has been identified to create a platform across all schools. We will be piloting Gaming and CIS
  - iii. We received a mini grant to update equipment in classrooms. Dr. Fleming asked the chairs to email him suggestions. We do not want to replace equipment that is not currently being used
  - iv. Photonics initiative discussion. Dr. Reece met with Washington and will be having a feasibility
    - a. What will it look like

- b. Where will it be
- c. What roll will students have
- d. What roll will staff have
- e. Will be led by school of STE
- f. Need to survey the field
  - Dr. Gray reminded everyone that she is certified to perform

2. DOI (Parks)

- i. Will vote on Chair of Chairs in April
- ii. Forward department minutes to Lenny to post to webpage
- iii. Edu-Nav can create custom reports, email Dr. Parks any data you may want

G. Good of the Order

- 1. Melissa shared some information on AB705, eliminates Basic Skills as we know it
  - i. Students must complete English and Math in one year
  - ii. May add co-requisites

H. Adjourn – 12:05pm

**Next meeting**

April 6, 2018

Business Meeting 9:00AM – 12:00 PM

ST 107

### Institutional Reorganization (Schools)

Draft 3-15-2018

DEAN/MGR/LEAD (EV)	ADMIN	SCHOOL	COUNSELOR	DEPARTMENT	RES/REQ/RETEMP	CHAIRS	DISCIPLINE	Sum of SECTIONS	Sum of FTEs	Sum of WORK
Fulbright, Marshall	Brown, Nicole	Academic Affairs	N/A	Academic Affairs	N/A	N/A	PRV	0	0.0	1.0
							PDC	0	0.0	1.0
							ART	40	9.6	151.1
							FRE	5	1.9	24.2
							HUM	20	4.0	72.6
							JPN	4	1.5	22.6
							PHI	28	5.4	102.7
							SPA	27	10.0	138.8
							AGA	0	0.0	0.0
							DAN	2	0.4	8.6
New Admin-2		School of Arts & Humanities	Midgett, Jethro and Moore, John	Arts, Humanities, and World Languages	IDS-3	Kamerin, Kim	MIS	22	4.3	57.8
							MUS	43	7.1	102.1
							PHO	1	0.2	3.0
							THE	14	3.2	61.7
							TVC	0	0.0	0.0
							ENG	216	65.7	1047.8
							ILA	2	0.1	1.1
							COM	67	13.4	195.9
							ESL	14	4.9	57.6
							LIB	4	0.3	3.2
Fulbright, Marshall		School of Social & Behavioral Studies	Jurado, Maria and Martin, Lisa	Social & Behavioral Sciences	IDS-2	Claerts, Ana Marie	REA	20	5.4	66.2
							EAR	33	6.9	119.8
							ECO	16	3.2	75.2
							HIS	52	10.4	236.7
							SOC	39	7.9	178.1
							ADJ	8	1.6	26.4
							ANT	36	7.4	164.0
							POL	41	8.2	176.7
							PSY	54	11.2	265.6
							GUI	30	4.9	70.5
Fulbright, Marshall		Academic Affairs	N/A	Academic Affairs	N/A	Moore, John	NPA	0	0.0	0.0
							Fulbright, Marshall Total	838	199.3	3430.39

Discipline Description

Program Review Committee  
Professional Development Committee

Art  
French  
Humanities  
Japanese  
Philosophy  
Spanish  
Art Gallery  
Dance  
Music Industry Studies  
Music  
Photography  
Theater  
Title V Music Industries  
English  
Interdisciplinary Studies (Tutor Training)  
Communication Studies  
English as a Second Language  
Library  
Reading  
Early Childhood Education  
Economics  
History  
Sociology  
Administration of Justice  
Anthropology  
Political Science  
Psychology  
Guidance  
Next Phase Initiative Academic

Institutional Reorganization (Schools)

Draft 3-15-2018

DEAN/MGR/LEAD LVL	ADMIN	SCHOOL	COUNSELOR	DEPARTMENT	IDS#REQ#CTEMP	CHAIR	DISCIPLINE	Sum of SECTIONS	Sum of FTE	Sum of FTE\$	Sum of WORK
							ACC	33	6.8	87.6	1.0
							BUS	67	12.7	169.3	1.0
							MAG	13	1.6	20.5	1.0
					IDS-2	Worsham, Patty	MKT	3	0.6	5.0	1.0
							RLE	21	4.2	48.7	1.0
							WKX	4	0.5	7.0	1.0
							ARE	3	0.8	6.2	1.0
							CAT	7	1.3	12.7	2.0
							CIS	59	13.7	205.8	2.0
							CON	25	3.6	38.8	1.0
					IDS-1	Zwart, Gail	CSC	1	0.3	3.7	2.0
							ELE	67	19.5	84.3	3.0
							ENE	32	8.5	102.1	2.0
							GAM	42	10.0	111.5	3.0
							MAN	15	3.9	35.9	3.0
							SCT	1	0.2	3.0	1.0
					IDS-2	Prior, Robert; Mulani, Jeffrey	MAT	215	62.5	1378.1	1.0
							STA	0	0.0	0.0	1.0
							HON	0	0.0	0.0	1.0
							AMY	19	8.5	170.7	2.0
							BIO	38	12.1	233.1	2.0
							CHE	33	13.2	239.2	2.0
							GEG	29	5.9	121.0	1.0
					IDS-1	Tran, Phu	HES	24	5.2	142.0	1.0
							KIN	69	12.1	216.1	1.0
							MIC	8	2.4	39.9	2.0
							PHS	5	1.0	17.4	1.0
							PHY	13	4.0	51.4	2.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
					N/A	N/A	IAS	0	0.0	0.0	1.0
							EMT	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
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							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
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							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
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							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0
							SWC	0	0.0	0.0	1.0
							EMI	0	0.0	0.0	1.0

DOMAIN	DEAN/MGR/LEAD LEV1	Discipline Description Institutional Effectiveness and Research
	Aycock, Greg	Accreditation Assessment Committee Planning Basic Skills Initiative
	Campo, Peggy	Academic Senate  Administration of Justice Anthropology Art Communication Studies Dance Early Childhood Education Economics English English as a Second Language French Guidance History Humanities Interdisciplinary Studies (Tutor Training) Japanese Library Music Music Industry Studies Philosophy Photography Political Science Psychology Reading Sociology Spanish Theater Art Gallery Program Review Committee Professional Development Committee Next Phase Initiative Academic Title V Music Industries
	Fulbright, Marshall	
	Lee, Samuel	Academic Affairs Academic Planning Counsel Curriculum Catalog Schedule Development Universal Design

**DOMAIN**  
Academic Affairs

**DEAN/MGR/LEAD LEVEL**

Mustain, Debra

**Discipline Description**  
Accelerated Career Education  
Apprenticeship Program  
Noncredit Programs  
Community Education Programs  
Contract Programs  
Strong Workforce (Regional)  
Next Phase Initiative CTE  
Adult Education Block Grant

Nance, Damon

Library  
Learning Resource Center  
Basic Skills Student Outcomes Transformation  
Distance Education  
Online Educational Resources  
Professional Development Center

Parks, Jason

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

DOMAIN	DEAN/MGR/LEAD LEV1	Discipline Description
Business Services	Barrios, Odili	Food Services
	Reeves, James	Business Services
		College Resource Center
		Cashier/Student Accounts
		Business and Facilities Planning Council
	Sierra, Javier	College Safety and Emergency Preparedness
		Facilities and Grounds
	TBA	Finance and Administration
		Instructional Media
	District	Aldasoro, Andy
Boelman, Peter		Classified School Employees Association
President	Henry, Richard	California Teachers Association
	Fleming, Kevin	College Police
		Government Relations
		College Advancement
		Photonics Initiative
	Leal, Ruth	Perkins
		Proposition 39
		Strong Workforce Regional Marketing
		Website
		College Strategic Initiatives
Veterans Initiative		
Molko, Colleen	College External Relations, Marketing, Outreach	
	Classified Staff Senate	
	National Center For Supply Chain Automation	
	Strong Workforce (Local)	
Reece, Bryan	STEM Grant Administration	
	Grants Development & Administration	
DeAsis, Mark	President's Office	
	Dual Enrollment Initiative	
	College Receptionist	
	Admissions and Records	
	JFK Middle College HS	
	Evaluations	
Green, Monica	Enrollment Management A&R	
	Concurrent Enrollment	
	Veteran's Resource Center	
	CREST Grant	
Student Services	Completion Initiative and Guided Pathways	
	Student Services Planning Council	
	Student Financial Aid Services	

DOMAIN	DEAN/MGR/LEAD LEV1	Discipline Description
Student Services	Hartley, Mark	Competitive Athletics Associated Students of Norco College Health Services Student Conduct Career Center Student Employment/Ambassadors Student Activities CARE Network
	James, Tenisha	Puente Umoja Disability Resource Center Transfer Center Assessment Center Counseling/Counseling IOI (FT/PT) Student Success and Support Program
	McCarson, Daniela	CalWORKS Summer Advantage TRIO Programs AEBG Educational Advisement
	Oceguera, Gustavo	Foster Youth Integrated Plan (SSSP, BSI, Equity) EOPS/CARE First Year Experience Student Equity Title V Transfer Pathways Unity Zone

## Institutional Reorganization

### Deliberation Calendar

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.

Date	Meeting	Notes
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.
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	Revised plans from previous conversations were distributed via email to the college community.
Monday, March 26 10:00-11:00am OC-102	Advancement Workgroup	VPBS met to discuss the advancement plan. Group offered suggested improvements.
Wednesday, March 28 3:00-5:00pm President's Office	VP Meeting	VPSS was not in attendance due to a planned vacation. Plans were converted to org charts, updated with changes recommended by the conversations to date, then distributed college-wide with the exception of Student Services pending VP return.

Date	Meeting	Notes
Thursday, March 29 12:50-1:50PM THTR-101	College Hour: Institutional Reorganization Conversation	About 20 attended. President, VPBS and VPAA presented plans to date. Suggested changes were received from audience members.
Monday, April 2 3:00-4:00pm OC-102	Advancement Workgroup	VPBS met to discuss the advancement plan. Group offered suggested improvements.
Monday, April 2 11:30-1:00pm CSS 219	Classified Senate	Over 20 individuals met to discuss the process for collecting input from classified on the institutional reorganization plan. President participated in the conversation. Discussed suggested improvements to the plan.
Tuesday, April 3 12:50-1:50PM THTR-101	College Hour: Institutional Reorganization Conversation	About 8 attended. President presented plans to date. Suggested changes were received from audience members. VPAA added to conversation.
Wednesday, April 4 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	President, VPAA and VPSS attended meetings. Discussed most recent institutional reorganization plans. Council members contributed suggested improvements.
Wednesday, April 4 3:00-5:00pm Pres Office	VP Meeting	President, VPSS and VPAA met for a brief meeting (ended early to attend Jesse's going away party). Discussed recent conversations related to organizational chart revisions. Discussed timeline for student services chart.
Thursday, April 5 12:50-1:50pm CSS-217	Committee of the Whole (COTW)	President presented the reorganization, discussed why we are doing it, the process we are following and the current state of the org charts. Suggestions for improvement were received from the committee. Approximately 90 attendees were present for the meeting.
Friday, April 6 8:00-9:00am CSS-219	Institutional Reorganization Workgroup	VPSS and VPAA met with workgroup to discuss the plans around academic affairs, student services and strategic development. Group offered recommended improvements.
Friday, April 6 9:00am – 12:00pm ST-107	Academic Planning Council (APC)	VPSS and VPAA met with APC to discuss the plans around academic affairs, student services and advancement. Group offered recommended improvements.
Wednesday, April 11 1:30-3:30pm ST-107	Management Meeting	VPSS and VPBS presented most recent version of reorg plan. Group discussed.

Date	Meeting	Notes
Monday, April 16 10:00-11:00am ST-107	Advancement Workgroup	The VPBS met with the group to discuss the most recent proposal and possible changes.
Monday, April 16 1:30-3:30pm ST-107	Academic Senate	The VPSS and VPAA attended the Academic Senate and discussed the institutional reorganization ideas/plan. Senators contributed suggestions for improvements.
Monday, April 16 11:30-1:00pm CSS 219	Classified Senate	Classified Senate held a special meeting to discuss the reorg. The VPSS attended and answered several questions regarding the proposal. Suggested improvements were collected from the discussion and submitted to the President/VPs for consideration.
Tuesday, April 17 11:15am-12:45pm ST-107 <i>*rescheduled from April 3</i>	Business & Facilities Planning Council (BFPC)	The VPBS and VPAA met with the group to discuss the most recent proposal. The group was originally scheduled to vote up on down on the current proposal, but decided to defer the vote to the next meeting, allowing for more conversation and input.
Wednesday, April 18 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	The President, VPSS and VPAA attended the meeting. The group discussed how the decision would be made as a group. Questions from constituents were raised for discussion.
Wednesday, April 18 4:00-5:00pm Pres Office	VP Meeting	President, VPSS and VPAA met to consider all recent comments and suggestions. The proposal was revised accordingly.
Friday, April 20 2:00-3:30pm RCC Heritage Rm.	District Strategic Planning Council	The NC President presented the college reorganization to the group. The main point was to raise awareness to the group that the reorg would be coming to the group for a more comprehensive presentation in May.
Thursday, April 19 12:50-1:50pm IT-106	All Faculty Meeting	Academic Senate President and ISPC Faculty Chair organized a meeting for all faculty. Faculty discussed the reorganization and offered recommendations for improvements.
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) <b>*Make recommendation to ISPC</b>	

Date	Meeting	Notes
Wednesday, April 25 2:30-3:30pm – ST203		
Wednesday, May 2 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	
Monday, May 7 11:30-1:00pm CSS 219	Classified Senate <b>*Make recommendation to ISPC</b>	
Monday, May 7 1:30-3:30pm ST-107	Academic Senate	
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) <b>*Make recommendation to ISPC</b>	
Tuesday, May 15 11:15am-12:45pm ST-107 <i>*rescheduled from April 3</i>	Business & Facilities Planning Council (BFPC) <b>*Make recommendation to ISPC</b>	
Wednesday, May 16, 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC) <b>*Make recommendation to COTW/Dr. Reece</b>	
Thursday, May 17 12:50-1:50pm CSS-217	Committee of the Whole (COTW) <b>*Make final recommendation to Dr. Reece</b>	
Friday, May 18 2:00-3:30pm RCC Heritage Rm.	District Strategic Planning Council	
Monday, June 4 9:00-noon, CAADO	Chancellor's Cabinet	
Tuesday, June 12 6:00-9:00pm CAADO Board Room	RCCD Board of Trustees Planning and Operations Committee	
Tuesday, June 19 6:00-9:00pm CAADO Board Room	RCCD Board Meeting	
Updated 4/22/18		

## We Are Reorganizing Our College In Order To:

- Dramatically improve student access, success, and equity—increasing the college participation rate in our region—flipping our 4-year completion ratio from 15%/85% to 85%/15%—and eliminating all equity gaps.
- Make Guided Pathways *who we are* by building in and around our schools (and their programs of study)—integrating services within those schools so that students find in them their home and pathway family.
- Grow into a comprehensive college serving 20,000 annual students (now 13,957) with a fully developed, beautiful, well-maintained, and inspiring campus and physical plant;
- Establish and grow civic and business relationships as well as multiple non-state-dependent revenue streams, including a private-university-level endowment—all to secure stable and growing support and resources devoted to the ongoing creation of transformational opportunities for our students, community, region, state, and nation;

## Some Principals Guiding Our Reorganization

- This Draft Organizational Chart represents only the changes that will be immediately implemented upon adoption of the reorganization plan.
- A Program Review version of the organization chart will preserve and maintain all future position vacancies and program additions. This Program Review version will be used in the annual prioritization process to aid the deliberations concerning new position priorities.
- Wherever possible, existing staff and management positions will be adapted to the needs of the reorganization rather than hire new positions.
- Schools will be supported by a dean, and deans will be supported by an administrative assistant.
- Vacancies that are funded and slated for hire have been labeled “Recruitment in Process”.
- Positions that change (reclassification) and have a fiscal impact are labeled in red “Reclass”.
- Any red font indicates a fiscal impact. *NOTE: If grant or categorical funds are used, there will be no general fund impact.*
- No staff member will be reclassified lower or be laid off as a result of this reorganization.
- No staff member will be moved to another supervisor without prior appropriate notification (per contract).
- No staff member will be reclassified up without additional appropriate compensation.

## Position Needed Immediately Upon Adoption

### Academic Affairs

- New Hire: FT Instructional Development Specialist. *Funding source for this position has not yet been determined.*
- New Hire: FT Administrative Assistant III (for Dean of Instruction SBSS and SA&H). *Funding source for this position has not yet been determined.*

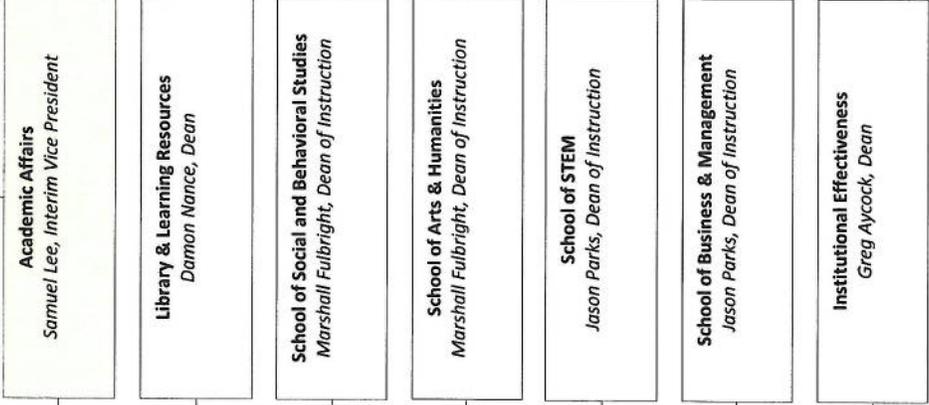
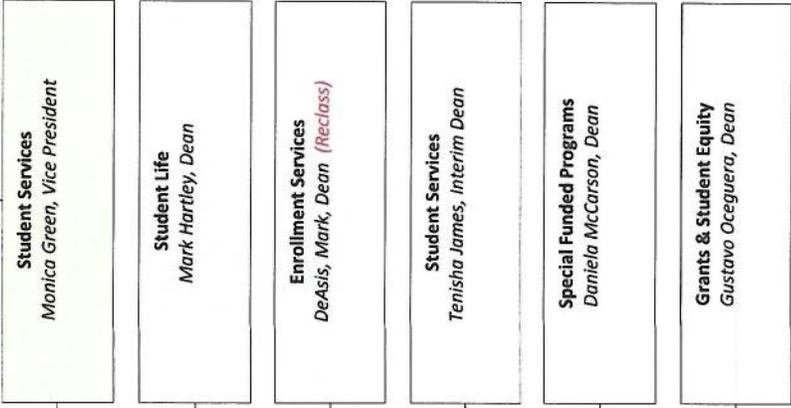
### Student Services

- Increase: 50% A&R Operations Assistant to 100% (for Admissions and Records). Funding source for this position has not yet been determined.
- Increase: 50% Administrative Assistant III to 100% (for Dean of Student Life). Funding source for this position has not yet been determined.
- Reclassify: Dean of A&R to Dean of Enrollment Services, which reflects the addition of Financial Aid as a direct report to Dean of A&R.
- New Position: DRC Director. This position will be paid for using international student fees, which the college began receiving this year (\$173K annually). The amount the college receives depends on the average number of international students enrolled at the college annually.

### Strategic Development

- New Position: Interim Vice President of Strategic Development. Most of the Dean of Instruction CTE funding will be redirected to pay for DOI Fulbright’s position, and grant indirect funds will be used to pay for the new position. These funds are only ongoing if current and new grants/revenue streams are maintained and added. This position will be required to pay for itself.
  - JD Change: Associate Dean, CTE / NSF Project Director to Associate Dean of Grants Administration (categorically funded—no general fund impact).
  - New Hire: FT Administrative Assistant IV (for Interim Vice President of Strategic Development). Funding source for this position has not yet been determined.
- ### Business Services
- Reclassify: Director of Technology Services reclassified to Administrative Services Director, which will manage Financial Services and Technology.

**Norco College**  
**Bryan Reece, President**



**Academic Affairs**

Samuel Lee, Interim Vice President  
Ana Molina, Admin Assistant IV

Nicole Brown, Instructional Programs Support Coordinator; Leonard Riley, Instructional Tech Specialist  
Including: Catalog, Curriculum, Schedule, Accreditation (ALO)

**Library & Learning Resources**

Damon Nance, Dean  
Sabrina Sepulveda, Admin Assistant III  
Including: Distance Education, Online Educational Resources, Professional Development Center

**Library**

Miguel Castro, Library Tech Assistant II  
Christopher Poole, Library Tech Assistant II  
Faculty: Celia Brockenbrough LIB  
Vivian Harris LIB

**Learning Resource Center**

Alberto Jimenez, Director  
Including: Basic Skills Student Outcomes Transformation (BSSOT)  
Arezoa Marashi, Supplemental Instruction Coordinator  
Daren Koch, Tutorial Services Technician  
Cristina Rubio, Learning Center Assistant  
Rosario Jimenez, Learning Center Assistant  
Sydney Minter, Learning Center Assistant  
Marianne Stefanous, Tutorial Services Clerk

**School of Social & Behavioral Studies**

Marshall Fulbright, Dean of Instruction  
Vacant, Admin Assistant III (50%)  
Including: Program Review Committee, Professional Development Committee  
Counselors: Maria Jurado, Lisa Martin

**Department of Social & Behavioral Sciences**

**Early Childhood Education, Economics, History, Sociology**  
Peter Boelman, Chair (CTA NC Vice President)  
Wendy Alcazar, Instructional Dept. Specialist  
Faculty: Maria Adams EAR  
Sarah Burnett EAR  
Peter Boelman ECO  
Stephany Kyriakos HIS  
Timothy Russell HIS (PDC Co-Chair)  
Janet Hill SOC  
Khalil Andacheh SOC

**Administration of Justice, Anthropology, Political Science, Psychology**

Alexis Gray, Chair (Program Review Co-Chair)  
Wendy Alcazar, Instructional Dept. Specialist  
Sigrid Williams ADJ  
Alexis Gray ANT  
Courtney Buchanan ANT  
Sandra Popiden POL  
Kara Zamiska PSY (PDC Co-Chair)  
Laura Adams PSY (Assessment Chair)

**Guidance\* (Instructional)**

\*See Student Services, Counseling, for duplicate list. Counselors report to Dean of Student Services and are also part of the SBS Dept and School  
John Moore, Chair  
Cynthia Acosta, Counseling Clerk III (Differential as Instructional Dept Specialist)  
Erin Spaurbeck GUI  
Kimberly Bell GUI DSPS Counselor/LD Specialist  
Amy Kramer GUI  
David Poyan GUI  
Jethro Midgett GUI  
John Moore GUI  
Ladyllyn Dominguez GUI  
Lisa Martin GUI  
Maria Jurado GUI  
Marissa Iliscapidez GUI  
Nicholas Franco GUI

**School of Arts & Humanities**

Marshall Fulbright, Dean of Instruction  
Vacant, Admin Assistant III (50%)  
Including: Next Phase Initiative (Academic), Honors  
Counselors: John Moore, Jethro Midgett

**Department of Arts, Humanities & World Languages**

**Art, French, Humanities, Japanese, Philosophy, Photography, Spanish**  
Quinton Bemiller, Chair (Art Gallery Director & TLC Chair)  
Yolanda Stanley, Instr Dept Specialist  
Faculty: Megan Lindeman ART  
Quinton Bemiller ART  
Michael Bobo HUM  
Jose Sentmanat PHI  
Araçeli Covarrubias SPA  
Dominique Hitchcock SPA

**Dance, Music, Music Industry Studies, Theater**

Kim Kamerin, Chair  
Yolanda Stanley, Instr Dept Specialist  
Faculty: Kim Kamerin MUS  
Brady Kerr MUS (Lead Title V Music Industries)  
Walter (Buck) Stevens THE  
Communication Studies, ESL, Library, Reading  
Ana-Marie Olearts, Asst Chair  
Yolanda Stanley, Instr Dept Specialist  
Faculty: Ana Marie Olearts COM (Honors Coordinator)  
Janice Muto COM  
Mark Lewis COM  
Margarita Shizirian ESL  
Celia Brockenbrough LIB  
Vivian Harris LIB  
Mitzi Slonger REA

**English**

Melissa Bader, Chair (Co-Chair APC, Co-Chair ISPC, Chair of Chairs, Co-Chair Completion Initiative Workgroup)  
Yolanda Stanley, Instr Dept Specialist  
Faculty: Ammanda Moore ENG  
Andres Elizalde, ENG  
Carol Mitter ENG  
Daniel Reade, ENG  
David Mills ENG  
Jessica Dobson, ENG  
Kristine Anderson ENG  
Lisa Nelson, ENG  
Melissa Bader, ENG  
Natalie Morford ENG  
Nicole Capps, ENG  
Tami Comstock ENG

**Writing Lab**

Nicole Capps, Writing Lab Coordinator

**Next Phase (Academic)**

Recruitment in Progress, Director Inmate Education

**School of STEM**

Jason Parks, Dean of Instruction  
Elaina McDonald, Admin Assistant III (50%)  
Vacant, Instructional Dept Specialist  
Including: STEM Grant Acad Prog & Center, Perkins (Academic)  
Counselors: Erin Spaurbeck, Ladyllyn Dominguez

**Department of Mathematics**

**Mathematics**  
Robert Prior MAT, Co-Chair & Jeffrey Mulari MAT, Co-Chair  
Susan Lafferty, Instructional Dept Specialist  
Faculty: Andy Robles MAT  
Brian Johnson MAT  
Elsa Chung MAT  
Janet Frewing MAT  
Jeffrey Mulari MAT  
Jeffrey Warsinski MAT  
Joseph DeGuzman MAT  
Michael Curtis MAT  
Robert Prior MAT  
Stephen Park MAT

**Department of Science & Kinesiology**

**Anatomy & Physiology, Biology, Chemistry, Geography, Health Science, Kinesiology, Microbiology, Physical Science, Physics**

Susan Lafferty, Instructional Dept Specialist  
Faculty: Charles Sternburg AMY  
Peggy Campo AMY (Academic Senate President)  
Barbara Moore BIO  
Monica Gutierrez BIO (CTA FT Representative)  
Teresa Friedrich Finnerm BIO  
Stanley Tyler CHE  
Jody Tyler CHE  
Virgil Lee CHE  
Starlene Justice GEG  
Timothy Walkstrom HES  
Beverly Wilmer KIN  
Suzanne Wimer KIN  
Phu Tran PHY  
Gary Tsubota, Lab Tech II  
Jeffrey Julius, Lab Tech II  
Raquel Bryant, Lab Tech II  
Polly Johnson, Lab Tech II

**STEM Title III Grant**

Jason Parks, Director, Title III STEM Grant  
Patricia Gill, STEM Services Developer  
Kasey Boyer, Outreach Specialist  
Recruitment in Progress, Student Success Coach, STEM  
Recruitment in Progress, Grants Admin Specialist

**School of Business & Management**

Jason Parks, Dean of Instruction  
Elaina McDonald, Admin Asst III (50%)  
Christina Fierro-Nikkham, Admin Asst I (PT)  
Including: Enrollment Management, Strong Workforce Regional Consortium  
Counselors: Marissa Iliscapidez, David Poyan

**Department of Business, Engineering, & Information Technology**

Accounting, Business Administration, Business Marketing, Management, Real Estate Management, Work Experience  
Party Worsham BUS, Chair  
Wendi Alcazar, Instructional Department Specialist  
Faculty: Patricia Worsham BUS  
Gail Zwart BUS  
Rex Zwart BUS  
Thomas Wagner BUS (DE Committee Chair)

**Department of Business, Engineering, & Information Technology (School of STEM)**

Architecture, Construction Technology, Electronics & Electrician, Engineering, Manufacturing Technology, Supply Chain Technology  
Wendi Alcazar, Instructional Dept Specialist  
Recruitment in Progress, CTE Lab Tech II

**Computer Applications, Computer Information Systems, Computer Science, Game Development**

Susan Lafferty, Instructional Department Specialist  
Faculty: Catherine Brotherton CIS  
John Coverdale CIS  
Judy Perry CIS  
James Thomas COM  
Glen Graham ELE  
Jerry Sommerville ENE  
Paul Van Hulle MAN  
James Finley GAM

**Computer Information Systems Lab**

Gail Zwart, Coordinator

**Institutional Effectiveness, Research & Planning**

Greg Aycock, Dean  
Debra Karrer, Admin Asst II (Subbing as Admin III)  
Including: Assessment Committee, Strategic Planning, Basic Skills Initiative

**Institutional Effectiveness & Research**

Cynthia Gunderen, Institutional Research Specialist  
Brandon Owashi, Institutional Research Specialist  
Caitlin Welch, Institutional Research Specialist

**Student Services**  
 Monica Green, Vice President  
 Tanya Wilson, Admin Assistant IV  
 Including: Completion Initiative & Guided Pathways

<p><b>Student Life</b>                  Mark Hartley, Dean                  Angel Lizardi, Admin. Assistant III (PT to FT)                  Including: ASNC, Athletic Director, Student Conduct, Student Employment/Ambassadors, CARE Network</p>	<p><b>Enrollment Services</b>                  De-Asia, Mark, Dean (Rec/Ass)                  Cecilia Ramirez, Admin Assistant III                  Including: Enrollment Management A&amp;R, Concurrent Enrollment</p>	<p><b>Student Services</b>                  Tenisha James, Interim Dean                  Monica Esparza, Admin Assistant III                  Including: Counseling/Counseling IOI (FT/PT), Student Success and Support Program</p>	<p><b>Special Funded Programs</b>                  Daniela McCarron, Dean                  Gabriela Cortez, Admin Assistant II                  Including: CAWORKS, Summer Advantage</p>	<p><b>Grants &amp; Student Equity Initiatives</b>                  Gustavo Ocegueda, Dean                  Bernice Delgado, Grants Admin Specialist                  Including: EOPS/CARE Director, Foster Youth, Integrated Plan (SSSP, BSI, Equity), First Year Experience, Unity Zone</p>
<p><b>Student Activities</b>                  Edwin Romero, Coordinator of Student Activities</p> <p><b>Associated Students Norco College</b></p>	<p><b>A&amp;R Operations</b>                  Alex Zuniga, Application Support Tech                  Lauren Agamonte, A&amp;R Operations Assistant                  Rochelle Cook, A&amp;R Operations Assistant (PT to FT)                  Shadon Sanders, A&amp;R Operations Assistant                  Cassandra Spinks-Gilbert, Student Services Specialist (PT)                  Shazna Uduman, Student Services Specialist                  Vanessa Acosta, Student Services Specialist</p>	<p><b>Counseling</b>                  School of Arts &amp; Humanities                  John Moore, Counselor (Chair, GU)                  Jethro Midgett, Counselor (Career Center)                  School of Social &amp; Behavioral Studies                  Maria Jurado, Counselor (Puente)                  Lisa Martin, Counselor (CCAP)                  School of Business &amp; Management                  Marissa Iliscupidez, Counselor (Honors)                  David Payan, Counselor</p>	<p><b>TRIO Upward Bound</b>                  Eva Amezola, Director, Upward Bound                  Miriam Carrillo, Assistant Director, Upward Bound                  Victoria Orozco, Admin Assistant I (PT)                  Desiree Rivera, Outreach Specialist                  Claudia Garcia, Outreach Specialist                  Gabriela Ramirez, Outreach Specialist</p>	<p><b>EOPS/CARE</b>                  Tabitha Johnson, Admin Assistant II                  Steven Gonzales, Educational Advisor</p>
<p><b>Competitive Athletics</b>                  Kaytlyn Contreras, Head Athletic Trainer (Short Term Position)</p>	<p><b>Evaluations</b>                  Janelle Brekke, Academic Evaluations Specialist                  Jeanne Darnell-Wallace, Academic Evaluations Specialist                  Pamela Kollar, Academic Evaluations Specialist</p>	<p><b>School of STEM</b>                  Erin Spurbuck, Counselor (JFK)                  Ladylyn Dominguez, Counselor (BSI)                  Nicholas Franco, Counselor (Articulation)                  Amy Kramer, Counselor (EOPS/CARE)                  Cynthia Acosta, Counseling Clerk III (Instructional Development Specialist-Differential)                  Patti Brusca, SSP Assistant                  Monica Huisar, Educational Advisor                  Daniel Grajeda, Counseling Clerk II                  Gilberto Deleon, Counseling Clerk II                  Cassandra Flores, Counseling Clerk II (Career Center)</p>	<p><b>CAWORKS</b></p>	<p><b>Title V Transfer Pathways</b>                  Patricia Sanchez, Accounting Services Clerk (50% Title V 50% Business Services)</p>
<p><b>Career Center</b>                  David Schlanger, Career Center Director</p>	<p><b>Student Financial Services</b>                  Maria Gonzalez, Director                  Sheri Cologgi, Admin Assistant II                  Lorena Valencia, Student Financial Services Officer                  Leticia Martinez, Student Financial Services Analyst                  Anthony Becerra, Student Financial Services Analyst                  Angela Grimsby, Customer Service Clerk (PT)                  Peter Cruz, Customer Service Clerk (PT)</p>	<p><b>Outreach/Summer Advantage</b>                  Adriana Catalan, Outreach Specialist</p>	<p><b>Outreach/Summer Advantage</b>                  Adriana Catalan, Outreach Specialist</p>	<p><b>Student Equity &amp; Foster Youth</b>                  Justin Mendez, Student Success Coach</p>
<p><b>Student Employment</b>                  Carmen Parra, Student Employment Personnel Specialist</p>	<p><b>High School Programs &amp; CREST</b>                  Including: Dual Enrollment Initiative, JFK Middle College HS, CREST Grant                  Maureen Sinclair, Director                  Roxana Perez, Grants Administrative Specialist                  Crystal Slininger, Outreach &amp; Recruitment Services Specialist                  Daniel Landin, Educational Advisor</p>	<p><b>Disability Resource Center</b>                  Vacant, Director                  Kimberly Bell, DSPS Counselor/LD Specialist                  Katie Amhart, Senior Interpreter (PT)                  Leona Crawford, Disability Specialist                  Matthew Allen, Disability Tech Specialist                  Michael Lopez, Support Services Specialist Aide</p>	<p><b>TRIO SSS/RISE</b>                  Hortencia Cuevas, Program Director                  Recruitment in Process, Student Success Coach                  Recruitment in Process, Grants Admin Specialist (PT)</p>	<p><b>Adult Ed Block Grant Advisement</b>                  Rosalina Hernandez, Education Advisor (AEBG) (PT)</p>
<p><b>Health Services</b>                  Lisa McAllister, Director, Health Services                  Monique Rodriguez, Medical Office Receptionist (PT)                  Recruitment in Process, College Nurse (PT)</p>	<p><b>College Reception</b>                  Angela Aguilar, College Receptionist-Eve                  Recruitment in Process, College Receptionist-Day</p> <p><b>Veteran's Resource Center</b>                  Lorenzo Harmon III, Director                  Zachary Emory, Outreach and Recruitment Services Specialist                  Eric Betancourt, Veterans Services Specialist</p>	<p><b>Transfer Center</b>                  Natalie Aceves, Educational Advisor</p>	<p><b>Transfer Center</b>                  Natalie Aceves, Educational Advisor</p>	<p><b>Assessment and Placement</b>                  Lilia Garcia, Placement Coordinator                  Stephanie Olguin, Learning Center Assistant (PT-ESA Differential)                  Recruitment in Process, Enrollment Services Assistant (PT)</p>

**COUNSELING NOTE:** Counselors listed under Schools and reporting line not necessarily in the area served; Counselors cross listed in Academic Affairs under Guidance.

**Business Services**  
 James Reeves, Interim Vice President  
 Monique Franklin Pierce, Admin Assistant IV  
 Misty Cheatham, Financial & Technical Analyst  
 Including: Finance & Administration

**Facilities, Maintenance & Operations**  
 Javier Sierra, Interim Director  
 Tricia Hadawanus, Facilities Administrative  
 & Utilization Specialist

**Maintenance**  
 Alejandro Alasoro, Maintenance Mechanic  
 (General)  
 Arthur Yalona, Maintenance Mechanic  
 (General)  
 Jeff Buch, Maintenance Mechanic (General)  
 Victor Goldbaum, Maintenance Mechanic

**Grounds**  
 James McMahon, Grounds Supervisor  
 Victor Chavira, Grounds Person  
 Hector Ramirez, Grounds Person  
 Recruitment in Process, Athletic Field  
 Caretaker  
 Recruitment in Process, Sprinkler Repair  
 Person

**Custodial Services**  
 Deon Stowers, Custodial Manager  
 Edwin Villalobos, Custodian  
 Martin Villa, Custodian  
 Ray Vasquez, Custodian  
 Howard Tomita, Custodian  
 Randy Burroughs, Custodian  
 Colleen Norgard, Custodian  
 William Brown II, Custodian  
 Travonne Bell, Custodian  
 Recruitment in Process, Custodian

**Warehouse**  
 Adam Lyter, Warehouse Assistant

**College Police**  
 Richard Henry, Sergeant/Supervisor

**Safety & Police**  
 Officer Arlen Verdehyou  
 Officer Steve Vaipulu  
 Officer Jim Rossum  
 Corporal James Beckham  
 Corporal Angelo Jackson  
 Reserve Officer(s)  
 Recruitment in Process, College Service  
 Attendant  
 Recruitment in Process, College Service  
 Attendant  
 Michael Ochoa, College Service Attendant

**Food Services**  
 Odlli Barrios, Asst. Manager

**Food Services**  
 Charise Allingham, Food Service III  
 Susan Bell, Food Service IV  
 Norma Casse, Food Service III

**Administrative Services**  
 Recruitment in Process, Director  
 (Replacement/Reclass)  
 Patricia Sanchez, Accounting Services Clerk  
 (50% + 50% TBA)

**Technology Support Services**  
 Michael Angeles, Information Technology  
 Analyst  
 Ricardo Aguilera, Information Technology  
 Analyst  
 Recruitment in Process, Computer  
 Technician (50%)

**Instructional Media Center**  
 Daniel Lambros, Instructional  
 Media/Broadcast Tech  
 Salvador Herrera, Instructional Media  
 Assistant

**Cashier's Services**  
 Alicia Montemayor, Student Services  
 Technician  
 Recruitment in Process, Student Account  
 Specialist

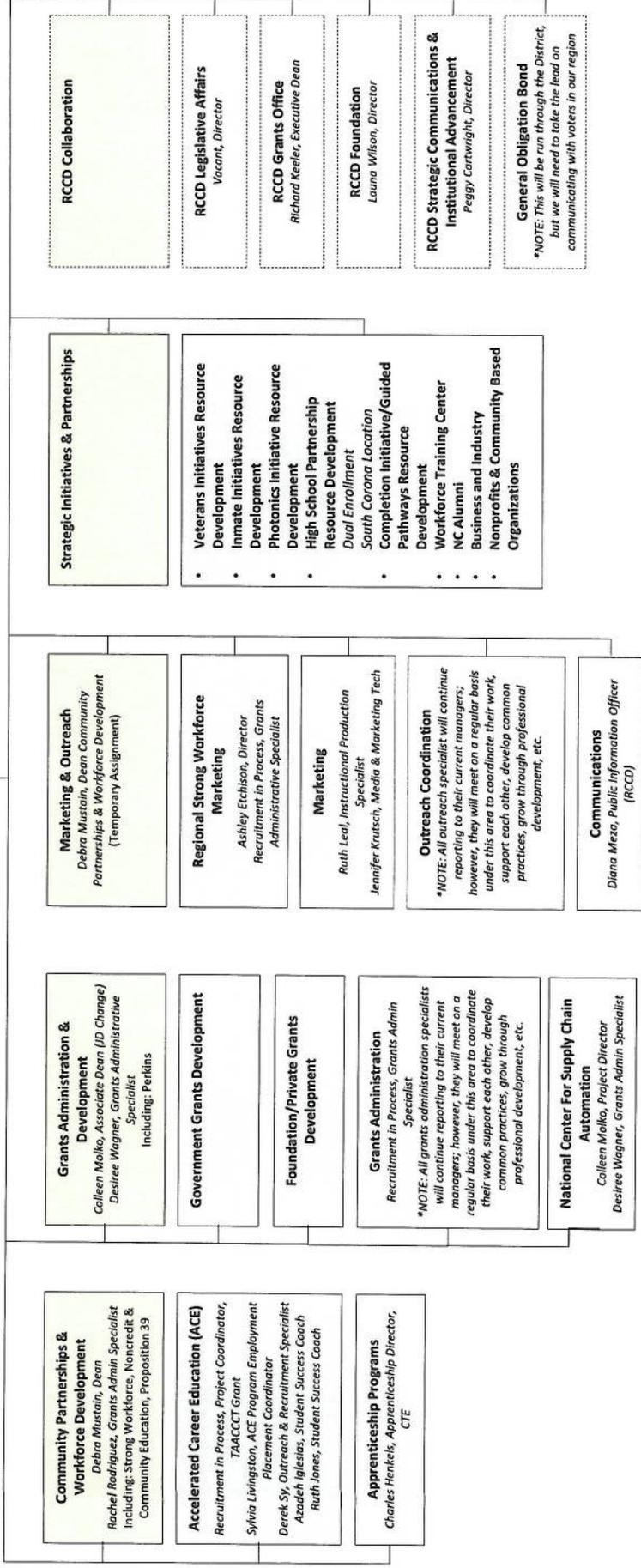
**College Resource Center**  
 Kevin Du, Support Center Tech (PT)  
 Donna Dery, Support Center Tech (FT)

**Safety and Emergency Preparedness**  
 Justin Czerniak, College Safety and  
 Emergency Planning Coordinator  
 Note: This position has a new level of  
 importance given the national atmosphere  
 around school-related violence. Q: Should it  
 continue reporting to Facilities,  
 Maintenance & Operations? Should it  
 report to the College Police? Should it report  
 directly to the VP?

**Human Resources**  
 Susan Boling, Human Resources Liaison

**Bookstore**

**Strategic Development**  
*Vacant, Interim Vice President*  
 Kevin Fleming, Dean of Instruction (Differential)  
*Vacant, Admin Assistant IV*



**OUTREACH NOTE:** \*Outreach specialist reporting to various areas on campus include: Crystal Slininger, Outreach & Recruitment Services Specialist; Zachary Emory, Outreach and Recruitment Services Specialist; Adriana Catalan, Outreach Specialist; Kasey Boyer, Outreach Specialist; Derek Sy, Outreach Specialist; Desiree Rivera, Upward Bound Outreach Specialist; Claudia Garcia, Upward Bound Outreach Specialist; Gabriela Ramirez, Upward Bound Outreach Specialist

# Norco College

## Proposed College Advancement Initiative

Revised: March 14, 2018

### Introduction

The ability of not-for-profit institutions to advance their missions is to some extent reliant on the institutions ability to promote their programs and develop support for the organization from a variety of constituencies. In higher education, these constituencies, or stakeholders, are not only students, faculty and staff but include members of the local community, elected officials, local businesses and service organizations, foundations, corporate entities and the media.

Advancement efforts in institutions of higher education are typically focused around representing the institution on several key fronts including the following:

- Identify and develop funding opportunities from local, state and federal sources. To serve as the campus liaison to government agencies for the purpose of securing grant funding.
- In collaboration with the RCCD Foundation, develop corporate, foundation, and private donors.
- Developing and executing a strategic communications plan.
- Oversees the development of electronic and print materials that represent the College and its programs to outside constituencies.
- Develop and oversee a branding campaign that promotes the institution's mission, identity and strategic objectives.
- Develop an Annual Fund effort that brings resources to the annual budget including unrestricted gifts, operational support and student financial assistance in the form of scholarships.
- Serve as a clearinghouse for College events intended to represent the College to outside constituencies.

### Next Steps

In order to develop a plan to move forward with recommendations about initial staffing needs, a work group will be convened to prepare a proposal for further consideration. The proposal will include consideration of the following:

- What Advancement/ Development models are currently in use? See sample position descriptions (the Work Group has requested additional examples of California Community Colleges who have Advancement Functions).
- How is this role differentiated from the District Foundation role?
- What needs to be included in a position description for leadership in this role? Where in the organization should this position be placed?
- What staffing needs will be required at start-up of this initiative at the College?
- What role will this office have in the oversight of existing outreach, marketing and publication efforts at the College?

Current Prioritization Criteria

Criteria 1 MAX = 20 PNTS	Criteria 2 MAX = 20 PNTS	Criteria 3 MAX = 20 PNTS	Criteria 4 MAX = 20 PNTS
Increase Student Achievement & Success GOAL 1	Improved Quality of Student Experience GOAL 2	Current FT staffing GOALS 1,5	Strength of Rationale GOALS 1,5

Guiding Principles - Adopted on 09/0916

**i. Increase in student Achievement & Success**

- Consider the number of students (proportion of student body) impacted by new hire.

**ii. Improvement of Quality of Student Experience**

- Consider disciplines where growth/faculty leadership (in enrollment & program development) is needed:
  - Consider number of degrees and certificates that the position would impact

**iii. Current Staffing**

- Give consideration to disciplines with zero faculty
- Consider the proportion sections taught by full time versus part time faculty

**iv. Strength of Rationale**

- Consider NAC/PR scores to that can link assessment to resource

# Report from the 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 campus administrators on matters concerning faculty hiring, budget planning, capital expenditures, course scheduling and staffing, and program development.

Is the committee satisfied with its statement of purpose?

Yes

If not, what plans does the committee have of improving its statement of purpose?

N/A

How does the committee align with Norco College's Mission? 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.

## Membership:

The Academic Planning Council is comprised of all academic department chairs and the Dean of Instruction.

- **Melissa Bader (Co-Chair), Associate Professor, English (Communications Department)**
- **Jason Parks (Co-Chair), Dean of Instruction: STEM, Business & Management**
- **Marshall Fulbright (Co-Chair) Dean of Instruction: Arts & Humanities, Social & Behavioral Studies**
- **Kevin Flemming (Co-Chair) Dean of Instruction: Career & Technical Education Programs and Grants**
- **Quinton Bemiller, Associate Professor, Art/Art History (Arts, Humanities and World Languages Department)**
- **Peter Boelman-Lopez, Associate Professor, Economics (Social & Behavioral Sciences Department)**
- **Alexis Gray, Associate Professor, Anthropology (Social & Behavioral Sciences Department)**
- **Kim Kamerin, Assistant Professor, Music (Arts, Humanities and World Languages Department)**
- **John Moore, Counseling (Social & Behavioral Sciences Department)**

- Jeff Mulari, Associate Professor, Math (Mathematics)
- Ana-Marie Olaerts, Associate Professor, Communication Studies (Communications Department)
- Bob Prior, Professor, Math (Mathematics)
- Phu Tran, Associate Professor, Physics (Mathematics & Sciences Department)
- Patricia Worsham, Associate Professor, Business Administration (Business, Engineering, and Information Technology Department)
- Gail Zwart, Professor, CTE (Business, Engineering, and Information Technology Department)

Is this membership correct?

**No, Corrected**

If not, what corrections need to be made?

Is the committee satisfied with its membership?

yes

If not, what changes does the committee recommend?

None

### **Committee's Assignments to Strategic Planning Goals and Objectives-2013-2018:**

Goal 3: Increase Student Access

Objective 5: Reduce scheduling conflicts that negatively impact student completion of degrees and programs.

Goal 4: Create Effective Community Partnerships

Objective 2: Increase the number of industry partners who participate in industry advisory council activities.

Objective 4: (together with ASNC) Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.

Goal 6: Demonstrate Effective Planning Processes

Objective 1: (together with ISPC) Increase the use of data to enhance enrollment management strategies.

Objective 3: (together with BFPC, ISPC, and SSPC) Ensure that resource allocation is tied to planning.

Does the committee feel these assignments reflect its mission?

yes

If not, which Goals/Objectives should be removed?

N/A

If not, which Goals/Objectives should be included? (Please see entire list of committee assignments attached at the end.)

Please state what the committee has done or will do during the Fall 2016 semester to address each Goal and Objective mentioned above. It is not expected that the committee address all goals and objectives each semester, this is just to ensure that in the strategic planning cycle (2013-2018) all objectives have been addressed somehow. Please include which goal and objective each activity listed addresses.

Please report here any discussions concerning the Annual Survey of Effectiveness of Academic Senate and Senate Standing Committees:

- **The Survey is underway. We will discuss when it is complete.**

Is there anything else the committee would like to report to the senate?

No

What assistance does the committee need from senate?

None

Additional comments?

None

### **GOAL 1: INCREASE STUDENT ACHIEVEMENT AND SUCCESS**

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

### **GOAL 2: IMPROVE THE QUALITY OF STUDENT LIFE**

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

### **GOAL 3: INCREASE STUDENT ACCESS**

GOAL OBJECTIVES	COMMITTEE(S) LEADING
<b>Objective 1:</b> Increase percentage of students who declare an educational goal.	SSC
<b>Objective 2:</b> Increase percentage of new students who develop an educational plan.	SSC
<b>Objective 3:</b> Increase percentage of continuing students who develop an educational plan.	SSC
<b>Objective 4:</b> Ensure the distribution of our student population is reflective of the communities we serve.	SSC
<b>Objective 5:</b> Reduce scheduling conflicts that negatively impact student completion of degrees and programs.	APC

### **GOAL 4: CREATE EFFECTIVE COMMUNITY PARTNERSHIPS**

GOAL OBJECTIVES	COMMITTEE(S) LEADING
<b>Objective 1:</b> Increase the number of students who participate in summer bridge programs or boot camps.	SSC
<b>Objective 2:</b> Increase the number of industry partners who participate in industry advisory council activities.	APC
<b>Objective 3:</b> Increase the number of dollars available through scholarships for Norco College students.	ASNC
<b>Objective 4:</b> Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.	ASNC/APC
<b>Objective 5:</b> 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).	NC-JFK WKGRP (SSPC)
<b>Objective 6:</b> Increase community partnerships.	Pres. Cab

<b>Objective 7:</b> Increase institutional awareness of community partnerships.	Pres. Cab
<b>Objective 8:</b> Increase external funding sources which support college programs and initiatives.	GC

**GOAL 5: STRENGTHEN STUDENT LEARNING**

GOAL OBJECTIVES	COMMITTEE(S) LEADING
<b>Objective 1:</b> 100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.	PRC/SSPC
<b>Objective 2:</b> Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.	NAC/SSPC
<b>Objective 3:</b> Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.	NAC/SSPC
<b>Objective 4:</b> Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.	NAC/DE
<b>Objective 5:</b> Increase the number of faculty development workshops focusing on pedagogy each academic year.	PDC/TC

**GOAL 6: DEMONSTRATE EFFECTIVE PLANNING PROCESSES**

GOAL OBJECTIVES	COMMITTEE(S) LEADING
<b>Objective 1:</b> Increase the use of data to enhance effective enrollment management strategies.	APC/ISPC
<b>Objective 2:</b> Systematically assess the effectiveness of strategic planning committees and councils.	ISPC
<b>Objective 3:</b> Ensure that resource allocation is tied to planning	APC/BFPC/ISPC/SSPC
<b>Objective 4:</b> Institutionalize the current Technology Plan.	TC
<b>Objective 5:</b> Revise the Facilities Master Plan.	BFPC

**GOAL 7: STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES**

GOAL OBJECTIVES	COMMITTEE(S) LEADING
<b>Objective 1:</b> Provide professional development activities for all employees.	PDC/TC
<b>Objective 2:</b> Increase the percentage of employees who consider the college environment to be inclusive.	Legacy
<b>Objective 3:</b> Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.	Legacy
<b>Objective 4:</b> Increase participation in events and celebrations related to inclusiveness.	Legacy/LAC
<b>Objective 5:</b> Implement programs that support the safety, health, and wellness of	Safety

our college community.

## Planning Councils Survey

Q1 Please choose the appropriate planning council:

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Academic Planning Council (APC)	100.00% 9	0.00% 0	0.00% 0	100.00% 9
Business & Facilities Planning Council (BFPC)	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Student Services Planning Council (SSPC)	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9

Planning Councils Survey

Q2 This planning council used relevant data to rank positions and equipment in the prioritization process.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 4	0.00% 0	0.00% 0	44.44% 4
Somewhat Agree	100.00% 5	0.00% 0	0.00% 0	55.56% 5
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9
If you disagree, please state why	2	0	0	2

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	Many of us recognize the need to improve the ranking process, however, we decided to wait, seeing as how the College is working on a new strategic plan. But, as soon as that plan is complete, we really need to revisit the ranking criteria.	4/17/2018 11:02 AM
2	We are working on using better data for ranking new faculty requests.	4/16/2018 6:43 PM
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
	There are no responses.	

Planning Councils Survey

Q3 This planning council had open dialogue throughout the prioritization process.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 7	0.00% 0	0.00% 0	77.78% 7
Somewhat Agree	100.00% 2	0.00% 0	0.00% 0	22.22% 2
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9
If you disagree, please state why	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
	There are no responses.	
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
	There are no responses.	

Planning Councils Survey

Q4 The ranking criteria (rubrics) used for the prioritization process were relevant.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 2	0.00% 0	0.00% 0	22.22% 2
Somewhat Agree	100.00% 7	0.00% 0	0.00% 0	77.78% 7
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9
If you disagree, please state why	1	0	0	1

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	Yes, but not everyone uses the rubric in the same way. My impression is that some people give more weight to certain parts of the rubric and less weight to other parts.	4/17/2018 11:02 AM
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
	There are no responses.	

Planning Councils Survey

Q5 I understand how the prioritized resource requests are used for resource allocation.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 9	0.00% 0	0.00% 0	100.00% 9
Somewhat Agree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9
If you disagree, please state why	0	0	0	0

- # Q1: ACADEMIC PLANNING COUNCIL (APC) DATE  
There are no responses.
- # Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC) DATE  
There are no responses.
- # Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC) DATE  
There are no responses.

Planning Councils Survey

Q6 The membership of this planning council is a representative body of the necessary stakeholders.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 8	0.00% 0	0.00% 0	89.89% 8
Somewhat Agree	100.00% 1	0.00% 0	0.00% 0	11.11% 1
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9
If you disagree, which stakeholders are missing	1	0	0	1

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	Yes, however, it really would make sense to sometimes have the IDSS attend the meetings.	4/17/2018 11:02 AM
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
	There are no responses.	

Planning Councils Survey

Q7 This planning council plays an important role in strategic planning.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 9	0.00% 0	0.00% 0	100.00% 9
Somewhat Agree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9

## Planning Councils Survey

Q8 This planning council plays an important role in the prioritization process.

Answered: 9 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	100.00% 7	0.00% 0	0.00% 0	77.78% 7
Somewhat Agree	100.00% 2	0.00% 0	0.00% 0	22.22% 2
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	9	0	0	9

Planning Councils Survey

Q9 Pertaining to the activities of this planning council, how satisfied were you with the following:

Answered: 9 Skipped: 0

Strategic Planning

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Satisfied	100.00% 5	0.00% 0	0.00% 0	65.56% 5
Very Satisfied	100.00% 4	0.00% 0	0.00% 0	44.44% 4

Program Review

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Satisfied	100.00% 9	0.00% 0	0.00% 0	100.00% 9
Very Satisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0

Assessment

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Satisfied	100.00% 7	0.00% 0	0.00% 0	77.78% 7
Very Satisfied	100.00% 2	0.00% 0	0.00% 0	22.22% 2

Resource Allocation

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Satisfied	100.00% 8	0.00% 0	0.00% 0	88.89% 8
Very Satisfied	100.00% 1	0.00% 0	0.00% 0	11.11% 1

Decision-Making Processes

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Dissatisfied	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Satisfied	100.00% 3	0.00% 0	0.00% 0	33.33% 3

## Planning Councils Survey

Very Satisfied	100.00%	6	0.00%	0	0.00%	66.67%	6
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Committee-Level Planning

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL			
Very Dissatisfied	0.00%	0	0.00%	0	0.00%	0	0
Dissatisfied	0.00%	0	0.00%	0	0.00%	0	0
Satisfied	100.00%	4	0.00%	0	0.00%	44.44%	4
Very Satisfied	100.00%	5	0.00%	0	0.00%	55.56%	5

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
If you answered "Dissatisfied" or "Very Dissatisfied" to any of the above please explain your rating below	1	0	0	1

- # Q1: ACADEMIC PLANNING COUNCIL (APC) DATE  
1 This council does not really do Program review or Assessment so this is an odd question to have 4/30/2018 5:23 PM
- # Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC) DATE  
There are no responses.
- # Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC) DATE  
There are no responses.

Planning Councils Survey

Q10 How well integrated were the following processes with the activities of this planning council:

Answered: 0 Skipped: 0

Strategic Planning

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Linked	100.00% 2	0.00% 0	0.00% 0	22.22% 2
Very Well Linked	100.00% 7	0.00% 0	0.00% 0	77.78% 7

Program Review

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Linked	100.00% 5	0.00% 0	0.00% 0	55.56% 5
Very Well Linked	100.00% 4	0.00% 0	0.00% 0	44.44% 4

Assessment

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	100.00% 1	0.00% 0	0.00% 0	11.11% 1
Somewhat Linked	100.00% 5	0.00% 0	0.00% 0	55.56% 5
Very Well Linked	100.00% 3	0.00% 0	0.00% 0	33.33% 3

Resource Allocation

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Linked	100.00% 1	0.00% 0	0.00% 0	11.11% 1
Very Well Linked	100.00% 8	0.00% 0	0.00% 0	88.89% 8

Decision-Making Processes

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Somewhat Linked	100.00% 1	0.00% 0	0.00% 0	11.11% 1
Very Well Linked	100.00% 8	0.00% 0	0.00% 0	88.89% 8