



College Council

Meeting Minutes for October 9, 2025, | 12:50 pm to 1:50 pm | Location: OC*116

Join via [Zoom Link](#) | Meeting ID: 846 0509 6407 | Passcode: 780166

Council Members (19)

Ms. Charise Allingham, Dr. Hayley Ashby, Dr. Quinton Bemiller, Dr. Peggy Campo, Ms. Vivian Harris, Ms. Azadeh Iglesias, Dr. Virgil Lee, Mr. Dan Reade, Ms. Martha Ramirez, Mr. Alex Spencer, Dr. Kaneesha Tarrant, and Ms. Ashley Yoon.

Ex-officio Members:

Dr. Monica Green (Administrator), Ms. Araceli Covarrubias (Faculty Association),

Council Members Not Present: Ms. Natalie Aceves, Ms. Kimberly Bell, Dr. Michael Collins, Ms. Janet Frewing, Dr. Tenisha James, Ms. Ashlee Johnson, Ms. Patty Worsham, Ms. Melissa Olivieri (CPROS), and Mr. Silvio Castillo (ASNC)

Guest(s): Dr. Jim Thomas and Mr. Uriel Romero

Recorder: Desiree Wagner

Quorum: 10

Subject to Brown Act: No

1. Call to Order:

2. Action Items

2.1 Approval of Agenda

- MSC (Motion- Ms. Vivian Harris /Second- Dr. Peggy Campo)
- The Council approved.
- **Approved by consensus.**

2.2 Approval of Meeting Minutes, September 11, 2025

- MSC (Motion- Ms. Vivian Harris /Second- Ms. Ashley Yoon)
- The Council approved.
- Approved by consensus.

2.3 Program Review Resource Prioritization: Institutional Effectiveness and Governance Council

- The Council accepted the Program Review Resource Prioritization for the Institutional Effectiveness and Governance Council.
- Approved by consensus.

2.4 Program Review Resource Prioritization: Resources Council

- The Council accepted the Program Review Resource Prioritization for the Resources Council.
- Approved by consensus.

2.5 Program Review Resource Prioritization: President's Office

- MSC (Motion- Ms. Vivian Harris /Second- Dr. Kaneesha Tarrant)
- The Council reviewed the program review resource prioritization for the President's Office, presented by Dr. Green.
- Approved by consensus.

3. Discussion Items

3.1 Institutional Effectiveness and Planning Survey Results

- The Institutional Effectiveness and Planning Survey (IPES) results were presented by Dr. Ashby, which are an annual part of the evaluation procedures in the current 2020-2025 Strategic Plan and Governance Manual (SPGM), to inform planning and decision-making.
- There were 89 respondents, most of whom were full-time employees with 6-10 years of service.
 - Representation from part-time faculty has historically been low and remains so again this year.
- Areas of Strength included:
 - There was over 90% agreement that the Mission guides planning and that the college is achieving its mission. Strong agreement with confidence in strategic direction and data-informed decision-making.
 - Respondents felt they had high Student-Centered Impact, especially in transforming students' lives and inspiring a diverse student body through an inclusive approach to learning.
 - Aligned with a positive campus climate, there were high levels of agreement with professional development opportunities, fair treatment, and a sense of belonging.
- Areas for Improvement included:
 - Emphasizing the significance and relevance of program review.
 - A need to engage in more discussions about student learning outcomes and service area outcomes.
 - Increase awareness of Institutional Set Standards (ISS).
 - Low agreement about staffing adequacy, especially regarding the need for classified and full-time faculty.
 - Room for improvement in communicating resource allocation and prioritization of resource requests.
- Questions:
 - Using the ISS model, does the college set a response floor and a stretch goal? Is there a trigger for an institutional response based on survey results? (Regarding staffing adequacy for classified professionals).
 - We do not apply the same standards approach to the IEPS because this survey is part of our strategic planning evaluation procedures and not related to ACCJC reporting.
 - Will this same survey be conducted next year, or will it be updated?
 - Next year, we will be following the updated evaluation procedures in the 2025-2030 SPGM, which will allow for revisions to the IEPS.
- Suggestions:
 - To improve the value of the survey, it was suggested to provide the data for 3-5 prior years to assist with identifying meaningful changes and areas of improvement.
 - To encourage part-time faculty participation, we could request that department chairs send out the survey link to the faculty in their school and review the survey language to be more relevant to part-time faculty.
 - Part of the evaluation process also includes the President's memo, which is used to communicate resource allocation, including staffing. Perhaps there's a better way to connect the memo and the resource allocation report to the survey, so respondents have more context when completing the IEPS.

4. Information Item

4.1 Updated timeline for SPGM and MVCC Board Approval

- The SPGM and MC/MVCC projects, which have been approved by DSPC and are proceeding to the Chancellor's Cabinet and Board of Trustees for approval next month.

4.2 District Strategic Plan Feedback

- The district's strategic plan 2025-2030 was discussed, with feedback from colleges being incorporated into the latest version.

4.3 DSPC Update

- The Chancellor provided comments on the MVCCs' strategic planning documents, particularly regarding KPIs and terminology, but it was noted that the plans will likely be accepted as is, with presentations being revised to show more similarities between the three plans.

5. Good of the Order

6. Future Agenda Topics

6.1 Program Review Resource Prioritization: Academic Council

6.2 Program Review Resource Prioritization: Student Support Council

6.3 Accreditation Update

7. Adjournment

- The meeting was adjourned at 1:23 PM.

Next Meeting: November 13, 2025, **Time:** 12:50pm to 1:50pm, **Location:** OC*116

Fall 2025 Meeting Schedule of College Council	Agenda Item Request Deadline
October 9, 2025, from 12:50-1:50 PM	5 PM on Thursday, October 2, 2025
November 13, 2025, from 12:50-1:50PM	5 PM on Thursday, November 6, 2025
December 11, 2025, from 12:50-1:50PM	5 PM on Thursday, December 4, 2025

Planning and Development Resource Requests Prioritization 2025-26 - Budget

Unit	Resource Year	\$ Amount Requested	Resource Type	Request Title	What resources do you need?	Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes		This request for my area is Priority #:	Funding Status	Notes 2024-25	PD Ranking 2025-26
						assessment data.	What resources do we already have?				
Administrative: Planning and Development	2024 - 2027	\$5,000.	BUDGET: Request O	IE-Assessment Committee Budget	Budget to support training, workshops and eve	This funding would support workshops and trainings to stay current on professio	Some funds provided by the IE budget for small eve	6	No Action-Insufficient fundin	PD Rank: 2	3
Administrative: Planning and Development	2024 - 2027	\$20,000.	BUDGET: Request O	IE-Budget Increase	We need an additional 20K to be a self-sustaini	This will support professional development, subscriptions, software and other n	At present, 16K is the operating budget for the IE Of	4		PD Rank: 1	2
Planning and Development: Equity Programs	2024 - 2027	\$40,000.	BUDGET: Request O	Part-time support specialist/Success Co	We are seeking an additional person to support	Through these additional student support hours, we will be able to accommodat	One full-time student success coach	4	Pending-Not enough information provided		
Planning and Development: Equity Programs	2024 - 2027	\$60,000.	BUDGET: Request O	Adjunct Faculty (Counselor)	We need an additional counselor who can rece	Through these additional counseling hours, we will be able to accommodate stu	Full-Time Counselor/Coordinator	3	No Action-Insufficient funding		1
										26K for 5modules - Spring will need plan to fund. Used by 14 departments. Uniform system for all ares to schedule and capture data useful in Program Review and Service improvement.	
Student Services: Special Programs	2024 - 2027	\$5,000.	BUDGET: Request O	SARS Expanded Software	Funds to expand capabilities of SARS		SARS Basic	6	In Progress		
Student Services: Special Programs	2025 Update	\$10,000.	BUDGET: Request O	Funding for LGBTQIA marketing initiatives	Ongoing funding to support LGBTQIA marketin	Working with limited one-time grants. Seeking institutionalization of funding to s	Limited one-time grants	3	In Progress		
Student Services: Special Programs	2025 Update	\$15,000.	BUDGET: Request O	Peer mentors for LGBTQI (Unity Zone)	We are requesting \$15,000 in funding for peer r	Providing peer mentors allows students to have another avenue of support. It all	one-time grant funds, typically allocated for manda	4	In Progress		
Student Services: Special Programs	2025 Update	\$25,000.	BUDGET: Request O	Funding for Foster Youth Services	Funding to support foster youth not in NextUp	The foundation and FYSN grant funding will soon be exhausted thus will not have	Foundation grant of \$15k; balance of FYSN grant	4	In Progress		

Planning and Development Resource Requests Prioritization 2025-26- Staff

Unit	Resource Year	\$ Amount Requested	Resource Type	Request Title	What resources do you need?	This request for my area is Priority #:	Funding Status	Notes 2024-25	PD Ranking 2025-26
Administrative: Planning and Development	2024 - 2027	\$114,702.	STAFF: Classified Profes	IE-Research Analyst (Institutional Research Specialist) mov	Research Analyst (Institutional Resear	3	No longer needed	PD Rank: 3. Permanent position already established	
Administrative: Planning and Development	2024 - 2027	\$152,936.	STAFF: Classified Profes	IE-Additional Position - Research Analyst (Institutional Reser	Research Analyst (Institutional Resear	5		1 current position	2
Administrative: Planning and Development	2024 - 2027	\$172,170.	STAFF: Classified Profes	Professional Development Coordinator	100% dedicated time and effort for co	2	Completed/Funded	PD Rank: 2	
Administrative: Planning and Development	2024 - 2027	\$188,550.	STAFF: Classified Profes	IE- Director of Institutional Research	The request is for 100% of the funding	1	No longer needed	PD Rank: 1	
Student Services: Special Programs	2024 - 2027	\$55,000.	STAFF: Classified Profes	Foster Youth Student Resource Specialist-PT to FT	Funding to transition the Student Resc	1	Pending-Not enough informa	pending end date	
Student Services: Special Programs	2024 - 2027	\$195,000.	STAFF: Classified Profes	EOPS Director	FT Director; required if program serves	5	Pending-Not enough information provided		
Student Services: Special Programs	2025 Update	\$33,588.	STAFF: Classified Profes	EOPS PPT Administrative Technician	PPT Administrative Technician (19.5 h	2	No longer needed		
Student Services: Special Programs	2025 Update	\$55,000.	STAFF: Classified Profes	Unity Zone Educational Resource Advisor	PPT Educational Resource Advisor	1		No current function	1

Business Services Managers and Area Leads Program Review Resource Request Prioritization Process

The following process was adopted as past council members felt they would like to see an initial draft ranking from the “area experts” as a starting point for the review and discussion phase.

1. Before beginning the initial ranking, each department manager and/or area lead will read the current Business Services Program Review(s), to be well informed of goals, mission, assessment review, etc. This information and more can always be found on the Norco College Program Review Committee webpage.

2. Managers and/or Area Leads will then meet with their respective staff or co-workers to review and discuss the current and remaining resource requests. Managers will then rank each of their items in order of importance in Column J of the excel worksheet provided by the PR Committee. (Please do not alter the formatting of the spreadsheet provided).

3. Once the Managers/Area Leads have met with their departments and initially ranked their requests, a meeting will be called of them to discuss each item individually and rank using the rubric criteria shown in columns M-Q (This criteria was developed and provided by IEGC).
 - Please note: there are 3 tabs of requests to discuss and rank:
 - Items
 - Staff
 - Budget
 - Tip: because the mgrs/area leads have already met with their staff and initially ranked their requests in column J...this may be used to help break any ties as needed.

4. The finalized draft ranking of the BS resource request spreadsheet will then be provided to the Norco College Resource Council members and placed on the September agenda for review, discussion, and recommendation approval. Note: Ranking managers will be invited to attend to answer any questions from council members as needed.

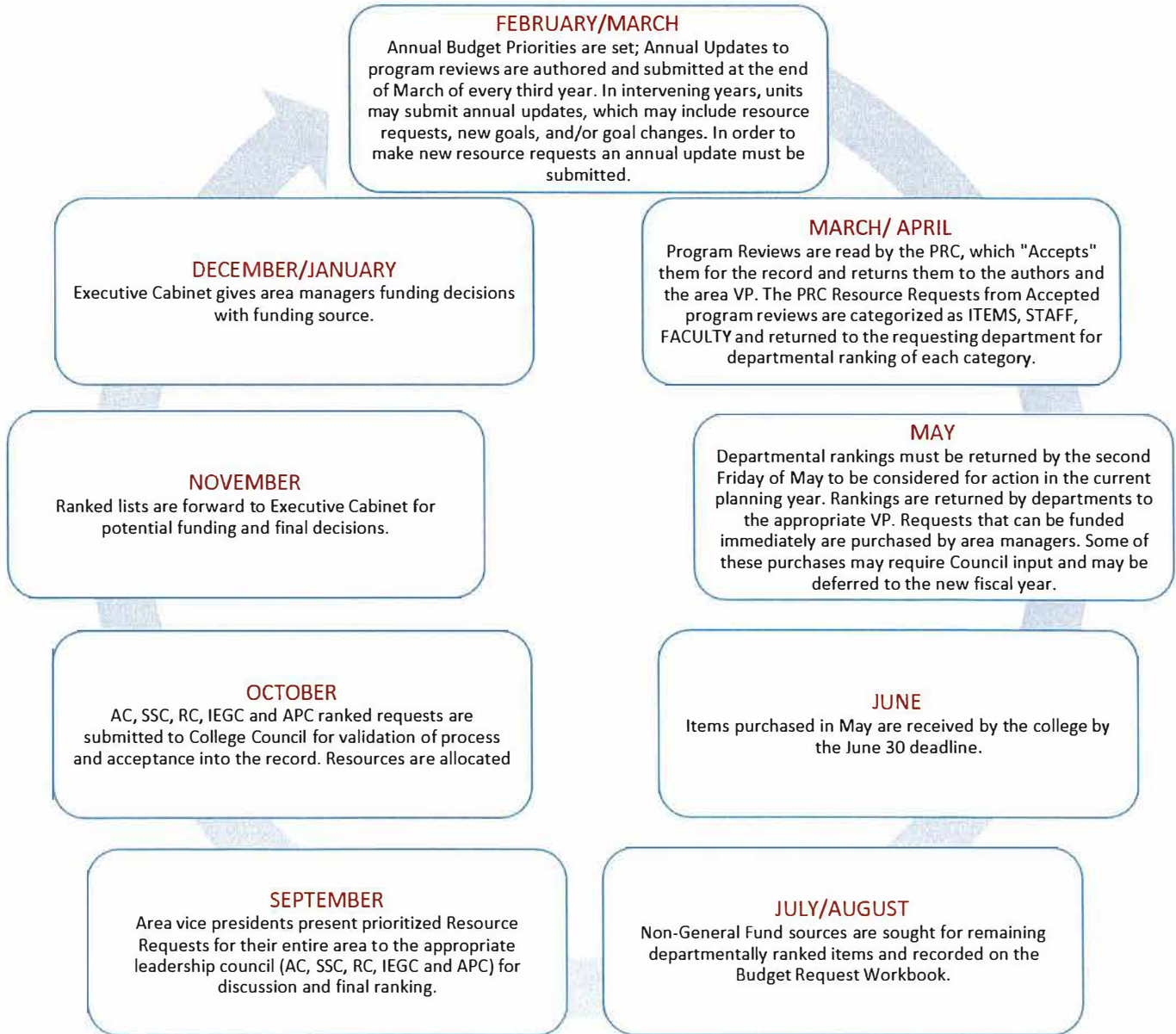
5. The Resource Council recommendations for Business Services resource requests will then be sent forward to the College Council for their recommendation approval at their October meeting.

6. The approved recommendations are then sent to the Executive Cabinet for funding consideration.

Program Review and Resource Request Prioritization Timeline

Program Reviews for all programs (instructional disciplines, programs of study, special programs, administrative areas, and student services) are completed in March at the beginning of each 3-year cycle.

Each year by mid-semester of spring, programs may elect to complete an Annual Update, which consists of updated goals and resource requests based on the evolving needs of the program. The following graphic depicts the annual cycle by which annual resources are prioritized and acted upon.



ITEMS

										PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA									
Unit	Cycle	\$ Amount Requested	Resource Type	Resource Title	What resources do you need?	Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.	What resources do we already have?	Area Priority	Funding Status	2024-25 Council Final Ranking	2024-25 Notes (If Any)	To what extent does this request support one or more EMP GOALS?	To what extent does this request support a PROGRAM REVIEW GOAL?	To what extent does this request support student SAFETY or COMPLIANCE?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?	DEPT RANKING Highest Rank = 10 Second Highest = 8 Third Highest = 6 Fourth Highest = 4 Fifth Highest = 2 Sixth Highest = 5	2025-26 Rubric Total	RANKING FINAL	Notes (If Any)
Program Review - Administrative: Business Services	2025 Update	\$272,000.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001n: Library Classrooms AV Systems (4 classrooms)	The current AV equipment in these classrooms are outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	1		New		5	5	3	4	10	27	1	
Program Review - Administrative: Business Services	2025 Update	\$340,000.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001m: West-End Quad Classrooms AV Systems (5 classrooms)	The current AV equipment in these classrooms are outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	1		New		5	5	3	4	10	27	1	
Program Review - Administrative: Business Services	2025 Update	\$125,000.	ITEM: Equipment, Services, Software, Furniture	New Articulating Boom Lift	The current boom lift truck is outdated, starting to fail, and has limited accessibility due to its size. It does not have the capability to load heavy equipment onto its platform, which limits efficiency and increases safety risks.	This request aligns with the following objectives: 2025 Objective 10.1: Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college. 2025 Objective 10.2: Develop and maintain the Facilities Master Plan. The current boom lift is unreliable and lacks necessary functionality, limiting our ability to maintain campus facilities effectively. A new articulating boom lift will allow staff to access hard-to-reach areas and safely transport heavy equipment. This investment enhances efficiency, reduces safety risks, and ensures that facilities maintenance can meet the demands of the growing campus infrastructure.	A new articulating boom lift that provides enhanced reach for difficult-to-access areas. The platform is designed to accommodate heavy equipment, improving accessibility and operational efficiency. This upgrade will significantly enhance staff safety and allow for better maintenance of campus facilities.	3		New		4	5	5	4	6	24	3	
Program Review - Administrative: Business Services	2025 Update	\$50,000.	ITEM: Equipment, Services, Software, Furniture	Update dining room tables and chairs	We have tables and chairs that are over a decade old and beginning to fail. Many tables wobble and seating is now limited.	This project support 7.6: Wellness and Success as well as 10.10: Building community spaces as creating a welcoming environment is very important to students and the dining room is often the busiest place on campus which we promote and enjoy.	We would like to update the tables and chairs to ensure we have ample seating for students and staff.	1		New		4	3	2	3	10	22	4	
Program Review - Administrative: Business Services	2024 - 2027	\$145,000.	ITEM: Equipment, Services, Software, Furniture	Backhoe/Loader Tractor	Existing failing backhoe/loader	- A backhoe can significantly enhance the Grounds team the ability to maintain the campus, ensuring it is clean, safe, and visually appealing. The ability to quickly and efficiently carry out tasks such as landscaping, soil movement, and trenching for irrigation can lead to a more attractive campus, fostering pride among all constituent groups. - The use of a backhoe can increase the efficiency of the Grounds team, reducing the physical strain associated with manual labor. This contributes to a more positive workplace environment and can improve the overall morale of the staff. Relation to Objective 10.1 (Support for Facilities Growth): - Infrastructure Development: A backhoe would be instrumental in supporting the growth of facilities through efficient groundwork and preparation for new buildings or renovations. This aligns with the objective of planning for and advocating for the resources necessary to support facilities growth. Relation to Objective 10.2 (Facilities Master Plan): - Execution of Grounds-related Goals: The backhoe enables the Grounds team to effectively implement the outdoor space aspects of the Facilities Master Plan. This includes tasks such as creating new landscape features, repairing pathways, or preparing sites for new facilities. Relation to Objective 10.6 (Maximizing Funding): - Campus Appeal and Funding Opportunities: A well-maintained campus can serve as a showcase for potential donors and funding bodies. The backhoe's contribution to campus aesthetics and functionality can make the college more attractive to these groups, potentially leading to increased funding opportunities.	A (N) Backhoe/Loader Tractor for Facilities department	2	No Action- Insufficient funding	6		3	3	4	3	8	21	5	
Program Review - Administrative: Business Services	2025 Update	\$98,000.	ITEM: Equipment, Services, Software, Furniture	Golf Cart Request (submitted originally 2024-27)	Worn down existing golf carts.	Purchasing new golf carts enhance the efficiency of campus operations for the facilities department. This supports EMP goals by optimizing resources, improving productivity, and enhancing the overall campus experience.	(4) Golf Carts for Facilities Department to efficiently provided services to the campus community (2) for Custodial services, (2) for Maintenance	4	No Action- Insufficient funding	11		5	5	4	3	4	21	5	
Program Review - Administrative: Business Services	2025 Update	\$75,000.	ITEM: Equipment, Services, Software, Furniture	New Electric Pickup Truck	Currently, we have one aging pickup truck that is beginning to show signs of wear, along with a previously salvaged pickup truck that is no longer in service. The demand for transportation continues to grow, especially with off-site facilities requests and the need to haul trailers and equipment. The existing vehicle is insufficient to meet these expanding needs.	This request aligns with the following objectives: 2025 Objective 10.1: Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college. 2025 Objective 10.2: Develop and maintain the Facilities Master Plan. 2025 Objective 10.9: Develop and start implementing a sustainable campus. 2025 Objective 10.13: Develop and implement plans for off-campus facilities for instructional purposes. The need for reliable transportation continues to grow as the facilities team supports off-campus instructional sites and an increasing number of operational demands. A new electric pickup truck would allow for efficient hauling of trailers and equipment while also aligning with sustainability goals. Investing in this vehicle would enhance operational efficiency, reduce maintenance costs, and contribute to the colleges commitment to a greener campus.	A new electric pickup truck to support daily facilities operations, including hauling trailers, transporting equipment, and fulfilling off-campus facility requests. This vehicle will enhance efficiency, reliability, and sustainability while also being available to assist other departments when necessary.	4		New		4	4	4	4	4	20	7	
Program Review - Administrative: Business Services	2024 - 2027	\$67,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001a: ATEC 204 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		10		4	4	2	3	6.9	19.9	8	Funded w/2025/2026 Funds

Program Review - Administrative: Business Services	2024 - 2027	\$67,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001b: ATEC 205 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		13		4	4	2	3	6.8	19.8	9	Funded w/ith 2025/2026 Funds
Program Review - Administrative: Business Services	2024 - 2027	\$82,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001d: ATEC 210 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		18		4	4	2	3	6.7	19.7	10	
Program Review - Administrative: Business Services	2024 - 2027	\$82,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001e: ATEC 211 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		19		4	4	2	3	6.6	19.6	11	
Program Review - Administrative: Business Services	2024 - 2027	\$90,180.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001g: ATEC 118 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		21		4	4	2	3	6.5	19.5	12	
Program Review - Administrative: Business Services	2024 - 2027	\$97,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001h: ATEC 119 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		22		4	4	2	3	6.4	19.4	13	
Program Review - Administrative: Business Services	2024 - 2027	\$105,180.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001f: ATEC 114 Classroom AV system	The current AV equipment in this classroom is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	3		20		4	4	2	3	6.3	19.3	14	Funded w/ith 2025/2026 Funds
Program Review - Administrative: Business Services	2024 - 2027	\$207,803.	ITEM: Equipment, Services, Software, Furniture	NCTSSIT-001b: Quantity 33 Replacement Student Instructional Desktop Computers for ATEC 118.	The current student instructional computers in ATEC 118 have reached their end-of-life.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty might find the teaching devices they bring into the classroom no longer compatible with the classrooms instructional equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught is outdated and they opt for another college. Employees often find that their devices lack the resources to be compatible with updates and newer versions of the software they use.	Quantity 33 Dell Desktop Small Form Factor (SFF) computers	3		14		4	4	2	3	6.2	19.2	15	
Program Review - Administrative: Business Services	2024 - 2027	\$221,815.	ITEM: Equipment, Services, Software, Furniture	NCTSSIT-001a: Quantity 70 15-in Lenovo Laptops for staff/faculty.	The current stock of laptops and docking stations for staff and faculty is low and needs to be replenished.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty might find the teaching devices they bring into the classroom no longer compatible with the classrooms instructional equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught is outdated and they opt for another college. Employees often find that their devices lack the resources to be compatible with updates and newer versions of the software they use.	Quantity 70 15-in Lenovo Laptops compatible with Thunderbolt 4 Dock	3		7		4	4	2	3	6.1	19.1	16	how many computers for faculty use and how many for staff?
Program Review - Administrative: Business Services	2025 Update	\$150,000.	ITEM: Equipment, Services, Software, Furniture	Business continuity program	Campus institutional knowledge, job descriptions and knowledge of infrastructure needs to provide essential services and classes running. Storage of critical records and documents vital to business continuity and student records retention.	Data recovery business continuity and student records retention emergency planning to support college accreditation.	Time funding and a process to document and store this data and use it in the event of a disaster.	8	No Action-Insufficient funding	5		4	5	5	3	2	19	17	

Program Review - Administrative: Business Services	2025 Update	\$22,200.	ITEM: Equipment, Services, Software, Furniture	NCTSSIT-001: Quantity 70 27-inch Monitors for Staff and Faculty	The current stock of monitors for staff and faculty is depleted and needs to be replenished.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. External monitors attached to mobile computer docking stations Ultimately students are disadvantaged when employees are not provided the computer equipment they use to either directly or indirectly support student programs. External monitors attached to mobile computer systems are used repeatedly for remote interactions with students unable to meet in person and provide an improved viewing environment versus the small mobile device screens.	Quantity 70 27-inch Monitors	2		New		3	3	2	2	8.2	18.2	19		
Program Review - Administrative: Business Services	2024 - 2027	\$22,200.	ITEM: Equipment, Services, Software, Furniture	NCTSSIT-001: Quantity 70 Replacement 27-inch Student Instructional Monitors for Computer Labs.	The current student instructional monitors in computer labs have reached their end-of-life.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty might find the teaching devices they bring into the classroom no longer compatible with the classrooms instructional equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught is outdated and they opt for another college. Employees often find that their devices lack	Quantity 70 27-inch Dell Monitors	3		16		4	4	2	2	6.1	18.1	20		
Program Review - Administrative: Business Services	2024 - 2027	\$24,938.	ITEM: Equipment, Services, Software, Furniture	NCTSSIT-001: Quantity 5 Replacement Computers for Technology Support Services (TSS) Classified Professionals.	The current TSS classified professional computers have reached their end-of-life.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. TSS team members must support an organization both onsite and remote using their computers. All AV and IT devices at the college are enrolled in device management and the TSS team manage these devices using their computers. TSS work computers are also used to host remote assistance sessions with those requesting help while working offsite.	- Quantity 5 Dell Precision Laptops - Quantity 5 Dell Docking Stations - Quantity 10 Dell 24-inch monitors	2		9		3	3	2	2	8	18	18		
Program Review - Administrative: Business Services	2025 Update	\$50,000.	ITEM: Equipment, Services, Software, Furniture	Smart mapping for Campus Resilience: Enhancing Facilities and Emergency Preparedness	Campus blueprints and institutional knowledge of existing shutoff locations flow and path of current infrastructure.	This project will support college accreditation 3. and will have the added benefits to help streamlined maintenance processes, faster emergency response times, and enhanced campus safety.	Funding to support digital blueprints and geographic information system (GIS) location mapping of key safety and facilities assets that will help with scheduled maintenance, inspection reports and emergency shutoff incidents.		7		4		4	5	5	3	0.5	17.5	21	
Program Review - Administrative: Business Services	2024 - 2027	\$7,680.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001: Interactive Displays for Classrooms	Displays in ATEC 204, ATEC 205, ATEC 210, ATEC 211, HUM 102 are non-interactive	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. As the cost of interactive displays are dropping dramatically and are nearing the cost of non-interactive displays, replacing end-of-life non-interactive displays with interactive displays having a lot more functionality is logical. Both faculty and students find interactive displays more engaging which enhances the learning experience.	Quantity 5 Newline 86-inch Interactive Displays	4		27		4	4	3	2	4	17	22		
Program Review - Administrative: Business Services	2025 Update	\$50,000.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001: TSS vehicle for transferring equipment between Norco College locations	Personal vehicles and Norco College vehicles when they are available	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Equipment delivered between Norco College locations is either directly used in student instruction or indirectly used by programs and employees that support student instruction. TSS team members at Norco College should not have to rely on their personal vehicles or wait for a Norco College vehicle to become available; especially if not delivering equipment disrupts student instruction.	Work van	4		New		3	3	2	2	4	14	23		
Program Review - Administrative: Business Services	2024 - 2027	\$450,180.	ITEM: Equipment, Services, Software, Furniture	NCTSSAV-001: CSS Video Wall System	The current video wall system in CSS is outdated and needs to be replaced.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when obsolete equipment is not replaced as technology outside the college continues to improve and evolve. Faculty and students might find the teaching and learning devices they bring into the classroom no longer compatible with the classrooms audiovisual equipment. Students might find they are learning on obsolete equipment the workplace is no longer using. Programs might find they cannot teach a course requiring newer technology, so those courses cannot be offered. Colleges might find lower enrollment if students complain the technology taught/used is outdated and they opt for another college.	A build of materials list of AV components and equipment will be provided.	4		25		3	3	2	2	2	12	24		

STAFF

PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA

Unit	Cycle	\$ Amount Requested	Resource Type	Resource Title	What resources do you need?	Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.	What resources do we already have?	Area Priority	Funding Status	2024-25 Council Final Ranking	2024-25 Notes (If Any)	To what extent does this request support one or more EMP GOALS?	To what extent does this request support a PROGRAM REVIEW GOAL?	To what extent does this request support student SAFETY or COMPLIANCE?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?	DEPT RANKING Highest Rank = 10 Second Highest= 8 Third Highest= 6 Fourth Highest= 4 Fifth Highest= 2 Sixth Highest= 5	2025-26 Rubric Total	RANKING FINAL	Notes (If Any)
Program Review - Administrative- Business Services	2025 Update	\$220,504.	STAFF: Classified Professional, Confidential, Mgr	(1) Groundskeeper	(1) Groundskeeper	Investing in a new Groundsperson for the college will not only support the Institution's vision of becoming a more comprehensive institution by 2025 but also align with the APPA standards and requirements for groundskeeping, ensuring that the college maintains high-quality grounds and landscaping that reflect its commitment to excellence and innovation. Additionally, it addresses the need for facilities growth, the development of a Facilities Master Plan, community-building spaces, operational demands, sustainable practices, positive workplace culture, and strategic funding planning. Objective 9.2 aims to preserve and foster a positive workplace culture for all constituent groups within the college. The request for a new Groundsperson supports this objective by providing resources to maintain a clean, safe, and visually appealing campus environment. A well-maintained outdoor space contributes to a positive workplace culture and enhances the overall experience for students, faculty, and staff. Objective 10.1 focuses on planning and advocating for the funding required to support facilities growth. By requesting a new Groundsperson, the college acknowledges the need to maintain and improve its outdoor spaces, which are vital components of the overall facilities. The Groundsperson's role will contribute to achieving the vision of a more comprehensive college by ensuring the proper care and maintenance of the college's grounds. Objective 10.2 emphasizes the development and maintenance of a Facilities Master Plan. The request for a new Groundsperson aligns with this objective by addressing the need for dedicated personnel to execute the plan's goals related to outdoor spaces. The Groundsperson will play a crucial role in maintaining and enhancing the college's grounds according to the Facilities Master Plan. Objective 10.6 involves developing plans and strategies to maximize local project funding availability by capitalizing on state facilities funding. While the request for a new Groundsperson may not directly impact funding strategies, it contributes to the overall improvement of the college's facilities. Well-maintained outdoor spaces can enhance the college's appearance, which may positively influence future funding opportunities. Objective 10.9 focuses on developing and implementing sustainable campus practices. The Groundsperson can contribute to this objective by employing sustainable landscaping techniques, such as water conservation, natural pest control, and native plantings. They can help create an environmentally friendly campus and promote sustainable practices in outdoor maintenance. Objective 10.10 aims to design spaces that intentionally build community. The presence of a Groundsperson supports this objective by ensuring that the outdoor spaces, such as courtyards, gardens, and recreational areas, are well-maintained and inviting. A well-kept campus environment fosters a sense of community and encourages students, faculty, and staff to engage with the outdoor spaces. Objective 12.1 involves planning and advocating for budget augmentations to meet operational demands. The request for a new Groundsperson aligns with this objective by addressing the need for additional resources to support the maintenance and upkeep of the college's outdoor areas. By investing in a dedicated staff member, the college can allocate resources effectively and ensure that the grounds remain in optimal condition.	(2) Groundsperson, (1) Sprinkler Repairperson, & (1) Athletic Field Caretaker	1		1		5	5	5	5	10	30	1	
Program Review - Administrative- Business Services	2025 Update	\$184,979.	STAFF: Classified Professional, Confidential, Mgr	Fiscal Technical Analyst	The budget office has one Fiscal Technical Analyst	In addition to supporting the preparation of the tentative and adopted budget, the college processes budget transfers and expenditures for all college funds and prepares the annual budget application process and grant reporting and monitoring, prepares and post Concur travel reconciliations, works on BAM allocation calculations and prepares institutional budgets and expense reports. Reviews fiscal transaction such as purchase requisitions, expense reimbursement forms and support ASNC budget reporting and cashiering reports. The budget office also support all budgetary transactions for facilities projects and IT related purchases. Implementation of Anthology will demand additional attention, district is also implemented a budget software that will require resources during the implementation period. The college has 12 million dollars in one-time funds that requires monitoring and reporting, (holding act report) besides the regular operations general fund of 54 million dollars. NC has 94 Grants and Categorical projects that need budget and expense monitoring, reporting and documentation for a total budget of \$39 million. (Grants & categorical report). The travel system Concur requires constant attention and monthly expense reconciliation and constant follow up with travelers for expense reports submittals. Last year, the college spent \$406,052 in conference, mileage and student travel, the majority was processed through Concur.	We need an additional FTA to support the budget office.	1		New		5	5	4	5	10	29	2	
Program Review - Administrative- Business Services	2024 - 2027	\$50,000.	STAFF: Classified Professional, Confidential, Mgr	Change part time FSWIII to Full time FSWIII.	Food Service Worker III - We have a part time position.	We have experienced short staffing for a number of years and have asked our part time FSW III to fill this role. We understand that we need to provide services consistently and reliably to keep students and staff happy. We have added an espresso bar, action station, and specialty foods over the past several years which require skilled labor and supervision of student aides. We have plans to increase our offerings but will unlikely be able to support additional product lines without trained staff.	We would like to increase the hours available for the FSWIII to support our growing operation.	1	No Action-Insufficient funding	4		5	5	3	5	10	28	3	
Program Review - Administrative- Business Services	2025 Update	\$220,504.	STAFF: Classified Professional, Confidential, Mgr	(1) Custodian	(1) Evening Custodian	Investing in a new Custodian for the college will significantly enhance our commitment to maintaining a clean, safe, and welcoming environment, aligning with our vision to become a more comprehensive institution by 2025. This role supports APPA standards and requirements for custodial services, ensuring high-quality facilities that reflect our commitment to excellence and innovation. Moreover, it addresses the growing demands of facilities management, the development of a Facilities Master Plan, and the need for sustainable practices within our community. Additionally, adding a new 55,000 square foot building. Objective 9.2: Positive Workplace Culture The request for a new Custodian supports this objective by ensuring that all facilities are well-maintained and hygienic. A clean campus contributes to a positive workplace culture, enhancing the overall experience for students, faculty, and staff. This investment demonstrates our dedication to creating an environment that fosters well-being and productivity. Objective 10.1: Funding and Facilities Growth By advocating for a new Custodian, the college acknowledges the necessity for dedicated personnel to maintain and improve our indoor and outdoor spaces. This role is vital for supporting our facilities growth and ensuring that our environment reflects the Institution's commitment to excellence. Objective 10.2: Facilities Master Plan The new Custodian will play a crucial role in executing the goals outlined in the Facilities Master Plan. By providing consistent and thorough custodial services, this position will help maintain the college's facilities in line with the plan's objectives, ensuring that our spaces remain conducive to learning and community engagement. Objective 10.6: Maximizing Local Project Funding While the request for a new Custodian may not directly influence funding strategies, it contributes to the overall enhancement of the college's facilities. A well-maintained environment can positively impact the college's image, potentially improving our chances for future funding opportunities aimed at facility upgrades and enhancements. Objective 10.9: Sustainable Practices The Custodian can contribute to our sustainability goals by implementing eco-friendly cleaning practices, utilizing green products, and promoting waste reduction initiatives. Their efforts will help create a healthier campus environment while reinforcing our commitment to sustainable operations. Objective 10.10: Community Building A dedicated Custodian will ensure that shared spaces, such as classrooms, restrooms, and common areas, are kept clean and inviting. This upkeep fosters a sense of community by encouraging students, faculty, and staff to utilize these spaces confidently and comfortably. Objective 12.1: Operational Demands	(1) Evening Custodian	2		1		5	5	2	5	8	25	4	
Program Review - Administrative- Business Services	2025 Update	\$10,000.	STAFF: Professional-Development	Support for Building-Captain Initiative	The Building & Floor Captains, who are volunteers, work hard to maintain the safety and well-being of our campus community. The term "Building Captain" refers to the one in charge of maintaining order and safety in a building or specific region during routine operations or emergencies.	The employee volunteer-Captain Program provides support and a long-term investment in our campus community and their overall safety. This funding will help to support college accreditation III-B to assure safe and sufficient & constructed and maintained to assure access, safety, security, and a healthful learning and working environment, and promote a positive workplace safety culture. As Disaster Service Workers funding now can provide opportunities for unique training opportunities and equipment to better support the college in the event of an emergency.	Funding for a range of resources to guarantee its long-term viability and success. Building captains will benefit from intensive education and training programs; access to communication tools; safety and emergency equipment; and other resources to help them acquire the necessary knowledge and abilities. Resources for community engagement are required, and building captains must be motivated and provided rewards through recognition programs, in order to foster involvement and cohesiveness.											N/A	Not a "Staff" item. Moved under "Budget"

BUDGET

PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA

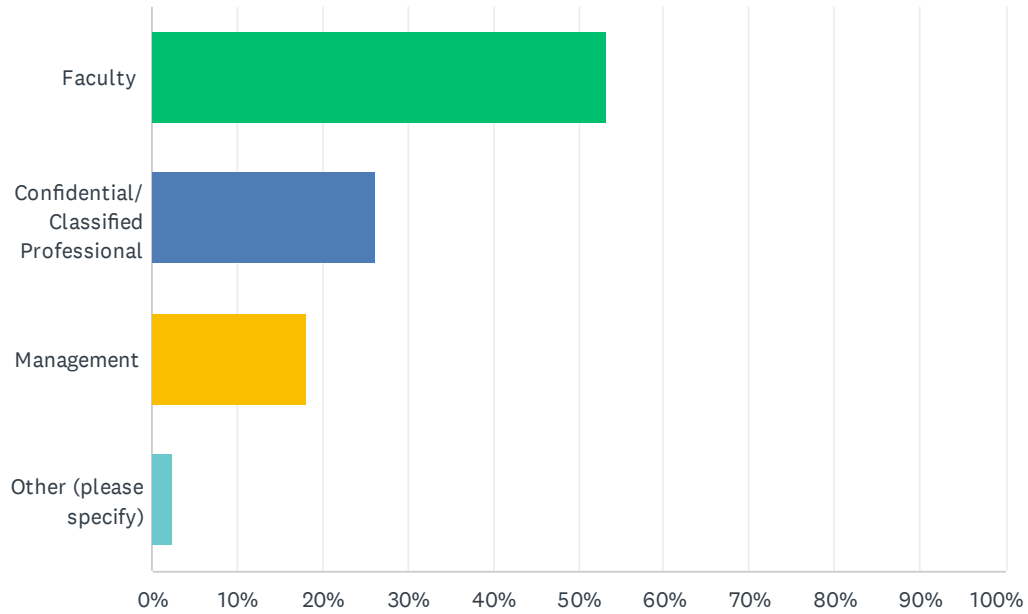
Unit	Cycle	\$ Amount Requested	Resource Type	Resource Title	What resources do you need?	Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.	What resources do we already have?	Area Priority	Funding Status	2024-25 Council Final Ranking	2024-25 Notes (If Any)	To what extent does this request support one or more EMP GOALS?	To what extent does this request support a PROGRAM REVIEW GOAL?	To what extent does this request support student SAFETY or COMPLIANCE?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?	DEPT RANKING Highest Rank = 10 Second Highest= 8 Third Highest= 6 Fourth Highest= 4 Fifth Highest= 2 Sixth Highest= 5	2025-26 Rubric Total	RANKING FINAL	Notes (If Any)
Program Review - Administrative: Business Services	2025 Update	\$175,000.	BUDGET: Facilities Building, Remodel	Update to HAWK pedestrian crosswalk system.	We currently have traffic signs, road infrastructure, and the HAWK pedestrian crosswalk system in place.	In order to greatly improve visibility while the HAWK system during operation and people are crossing the roadway, funding this project for the HAWK pedestrian crosswalk system would entail installing extra lights on Third roadway. This project is essential for resolving safety concerns and reducing the likelihood of pedestrian accidents, particularly during peak hours related to the neighboring High School. 20% of staff (21.43%) and students (19.48%) who responded to the safety survey in the fall of 2023 asked for greater pedestrian awareness (safe routes to campus, crosswalk safety).	Funds for vendors to provide labor and installation of materials for system's renovation and maintenance.	1	No Action-Insufficient funding	3		5	4	5	4	10	28	1	
Program Review - Administrative: Business Services	2025 Update	\$400,000.	BUDGET: Facilities Building, Remodel	Keyless Access Control System for: Humanities, Science and Technology, Industrial Technology, Soccer Complex, Veterans Resource Center and Operation Center.	Existing access control panels at College Resource Center, Center for Student Success, Applied Technology, Soccer Complex, Veterans Resource Center and Operation Center.	Objective 9.2: The addition of the keyless access control system helps preserve and foster a positive workplace culture for all constituent groups within the college. The system provides a convenient and user-friendly experience for full-time faculty, part-time faculty, classified professionals, student workers, and managers, enhancing their satisfaction and well-being. Objective 10.1: The addition of the keyless access control system supports the college's plan to advocate for funding to meet the growing facility needs. It enhances the existing access control infrastructure, ensuring that the college can accommodate its expanding facilities in a comprehensive manner. Objective 10.2: The implementation of the keyless access control system aligns with the college's objective to develop and maintain a Facilities Master Plan. This expansion can be incorporated into the plan as a means to improve and update the existing access control system, ensuring effective management of facility access. Objective 10.8: The request for the expanded keyless access control system aligns with the college's objective to develop plans and strategies to maximize state facilities funding. By showcasing the college's commitment to modernization and technological advancements, it increases the potential for securing state funding for local projects. Objective 10.9: The expansion of the keyless access control system can contribute to the college's efforts to develop and implement a sustainable campus. By minimizing the use of physical keys and adopting energy-efficient technologies, the system supports the college's sustainability goals. Objective 10.10: The addition of the keyless access control system contributes to the intentional design of spaces that build community. By providing convenient and secure access, the system fosters a sense of inclusivity and community engagement among students, faculty, and staff. Objective 12.1: The request for an expanded keyless access control system may require budget augmentations to meet operational demands. Advocating for the necessary funds aligns with the college's objective to plan and secure the general fund budget needed to achieve its comprehensive vision. In summary, the request for an additional keyless access control system at the college complements several objectives, including facility growth, Facilities Master Plan, community building, budget augmentations, sustainability, workplace culture, and funding maximization.	Hire a consultant to provide a comprehensive analysis to ensure the following: - Ensuring compatibility with the existing access control system. - Assessing scalability, network infrastructure, and power supply requirements. - Ensuring smooth integration with existing security systems. - Provide user training and education for staff and users at new locations. Hire a contractor to install new controllers after analysis has been completed.	2	No Action-Insufficient funding	6	Student Service was the only building that received progress.	5	5	5	4	8	27	2	
Program Review - Administrative: Business Services	2025 Update	\$25,000.	BUDGET: Facilities Building, Remodel	Installation of pedestrian crosswalk at Third Street and Mustang Circle	Existing road infrastructure and layout to contribute to the overall support of this project.	When surveyed in the fall of 2023, 20% of both students (19.48%) and employees (21.43%) requested increased pedestrian awareness (Crosswalk safety, safe routes to campus). The installation of the crosswalk would increase campus pedestrian and student wellbeing overall. This crosswalk's addition will provide an additional route across Third Street. There are currently two crosswalks: the west end quad and JFK, both of which use the HAWK system. This crosswalk will enable campus connectivity and offer an additional route of entry to STEM and the VRC.	Funds for vendors to provide labor and installation of materials for crosswalk. Some materials will include paint, concrete work, and signs.	3	No Action-Insufficient funding	4		5	5	5	5	6	26	3	
Program Review - Administrative: Business Services	2025 Update	\$220,000.	BUDGET: Facilities Building, Remodel	Upgrade/Replace Broken Emergency Blue phones	Existing emergency phones/towers system	Norco College currently has 31 emergency blue phone locations across campus, providing a safety resource for students, faculty, staff, and visitors. However, 10 of these towers/locations are non-operational due to outdated technology and discontinued parts, as the original manufacturer is no longer in business. To maintain a safe and secure environment, we seek funding to replace these 10 inoperative towers with new CodeBlue emergency phone systems, which align with the Districts standard. Upgrading to CodeBlue will ensure reliable emergency communication, modern functionality, and long-term sustainability for campus safety infrastructure.	Funds for vendors to provide material, and labor for installation.	2		New		3	3	5	3	8	22	4	This project was started in the summer and will be completed this fiscal year 2025/2026
Program Review - Administrative: Business Services	2025 Update	\$5,000.	BUDGET: Facilities Building, Remodel	Door Replacement Library classroom 121	Existing door, and lock/key system	The current door system poses a significant safety risk during emergency situations, such as shelter-in-place or lockdown scenarios. The existing deadbolt lock requires a key from the outside to secure the door, forcing occupants to exit the room to lock it. This procedure not only delays the lockdown process but also unnecessarily exposes staff and students to potential danger. Upgrading to an exterior classroom-style steel door, with an interior locking mechanism, ensures that the door can be secured quickly from within the room. This change will: •Enhance Safety: Allow immediate lockdown without exposing occupants to external hazards. •Improve Emergency Response: Reduce the time required to secure the room, which is critical in an active threat situation. •Align with Best Practices: Meet current safety standards and recommendations for secure classroom environments, providing a safer shelter for both students and staff. Investing in this upgrade is essential to safeguard our learning environment and protect the well-being of all occupants during an emergency.	Funds for vendors to provide material, and labor for installation to replace door	3		New		4	4	5	2	6	21	5	
Program Review - Administrative: Business Services	2024 - 2027	\$10,000.	BUDGET: Request Ongoing Funding (Support, Mktg)	NCTSSIT-002a: Ongoing augmentation of the IT repairs budget	Skilled and experienced classified IT professionals familiar with the acquisition, maintenance, and lifecycle of IT equipment.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when broken IT equipment is not repaired or replaced. TSS currently only has a budget for repairing its own technology equipment and does not have a budget for repairing College and District Office technology equipment outside of TSS. To repair or replace College and District Office technology equipment TSS must either forward repair costs to the departments or go through the program review process to obtain funds to repair or replace equipment vital for supporting instruction and subsequently supporting student success.	Ongoing augmentation of the IT repairs budget	3		5		4	4	3	3	6.8	20.8	6	
Program Review - Administrative: Business Services	2024 - 2027	\$20,000.	BUDGET: Request Ongoing Funding (Support, Mktg)	NCTSSAV-002a: Ongoing augmentation of the AV repairs budget	Skilled and experienced classified AV professionals familiar with the acquisition, maintenance, and lifecycle of AV equipment.	EMP Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Ultimately students are disadvantaged when broken AV equipment is not repaired or replaced. TSS currently only has a budget for repairing its own technology equipment and does not have a budget for repairing College and District Office technology equipment outside of TSS. To repair or replace College and District Office technology equipment TSS must either forward repair costs to the departments or go through the program review process to obtain funds to repair or replace equipment vital for supporting instruction and subsequently supporting student success.	Ongoing augmentation of the AV repairs budget	3		7		4	4	3	3	6.5	20.5	7	
Program Review - Administrative: Business Services	2025 Update	\$50,000.	BUDGET: Facilities Building, Remodel	Emergency Backup Power	We have all the equipment necessary for emergency food services if requested to provide this service to the community.	Power outages affect the college regularly. These events put our cold food inventory at risk of spoilage, which has resulted in thousands of dollars in losses over the past several years. We would like to have an emergency system available so when the power fails the food inventory would stay cold. The minimum is to support the walk-in cooler and freezer but additional power would be necessary to offer emergency food services to the community.	Backup generators to power the walk-in cooler and freezer.	6	No Action-Insufficient funding	9	Tie broke by area priority (Potentially the battery back up from our campus Solar project will cover this resource request TBD)	5	5	5	5	0.5	20.5	8	
Program Review - Administrative: Business Services	2025 Update	\$10,000.	STAFF: Professional Development	Support for Building Captain Initiative	The Building & Floor captains, who are volunteers, work hard to maintain the safety and well-being of our campus community. The term "building captain" refers to the one in charge of maintaining order and safety in a building or specific region during routine operations or emergencies.	The employee volunteer Captain Program provides support and a long-term investment in our campus community and their overall safety. This funding will help to support college accreditation III. B to assure safe and sufficient are constructed and maintained to assure access, safety, security, and a healthful learning and working environment, and promote a positive workplace safety culture. As Disaster Service Workers funding now can provide opportunities for unique training opportunities and equipment to better support the college in the event of an emergency.	Funding for a range of resources to guarantee its long-term viability and success. Building captains will benefit from intensive education and training programs, access to communication tools, safety and emergency equipment, and other resources to help them acquire the necessary knowledge and abilities. Resources for community engagement are required, and building captains must be motivated and provided rewards through recognition programs, in order to foster involvement and cohesiveness.	4		3		4	4	5	3	4	20	9	Originally entered into Nuventive as a "Staff" item. Moved under "Budget" for ranking process

Program Review - Administrative - Business Services	2025 Update	\$750,000.	BUDGET: Facilities Building, Remodel	Campus Wide Wayfinding	The college existing signage exhibits signs of deterioration including fading, breakage and overall poor condition. The college has engaged the expertise of a licensed architect to develop the schematic design, which has been approved by the college. Currently, we are in the process of reviewing the construction design to move forward with implementing the necessary improvements.	The request for campus-wide wayfinding supports several objectives outlined in the Facilities Master Plan (FMP) and the Education Master Plan (EMP) for Norco College, as well as the 2025 objectives: 1. FMP and EMP Alignment: The request for campus-wide wayfinding aligns with the objectives of developing and maintaining the Facilities Master Plan (Objective 10.2) and the Education Master Plan (Objective 10.9). Wayfinding systems are essential for creating an efficient and well-organized campus environment. By improving navigational signage and systems, the college enhances the overall campus experience, contributes to a positive workplace culture (Objective 9.2), and supports the goals outlined in the Education Master Plan. 2. Facilities Growth and Comprehensive College Vision: The request for campus-wide wayfinding supports Objective 10.1, which focuses on planning and advocating for the funding needed to meet facilities growth and achieve the vision for a more comprehensive college. Effective wayfinding systems are crucial for accommodating the growth of the college and ensuring that new and existing facilities are easily accessible and navigable. By requesting resources for wayfinding, the college demonstrates its commitment to supporting facilities growth and providing a comprehensive campus experience. 3. Designing Spaces that Build Community: Campus-wide wayfinding directly supports Objective 10.10, which emphasizes the design of spaces that intentionally build community. Clear and well-designed wayfinding systems create a more inclusive and welcoming environment for students, faculty, staff, and visitors. By improving navigation and creating intuitive pathways, the college enhances community engagement and fosters a sense of belonging on campus. 4. Budget Augmentations and Capitalizing on Funding: The request for campus-wide wayfinding can align with Objective 12.1, which focuses on planning and advocating for general fund budget augmentations to meet operational demands. While the specific funding needs for wayfinding may vary, it is an essential investment in operational efficiency and improving the overall campus experience. Additionally, effective wayfinding can help maximize local project funding availability (Objective 10.6) by ensuring that resources are efficiently utilized and supporting the successful implementation of other projects. In summary, the request for campus-wide wayfinding supports the FMP and EMP for Norco College by enhancing navigational systems and promoting a comprehensive, community-oriented campus. It aligns with objectives related to facilities growth, comprehensive college vision, workplace culture, budget augmentations, and maximizing funding availability.	To significantly improve wayfinding on campus, it is essential for the college to obtain approved set plans from the Division of State Architect for a comprehensive signage system, information kiosks, and directories. By implementing these resources, the college aims to enhance navigation for students, faculty and staff, ensuring they can easily access and utilize available resources effectively. Additionally, funding will be required to support the implementation of the approved design and to ensure the successful completion of the project.	7	No Action-Insufficient funding	2		5	5	5	4	0.5	19.5	10	
Program Review - Administrative - Business Services	2025 Update	\$345,000.	BUDGET: Facilities Building, Remodel	Repainting & Repairs to Exterior of the building's campus wide	A Facilities department with the expertise in preventative maintenance, industry standards on proper upkeep of exterior of buildings and a designated operational budget.	EMP 10.1, 10.2, 10.10, 12.11. Objective 10.1: Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college. Repainting the entire college exterior is a necessary facility improvement that contributes to creating a more comprehensive college. By requesting funds for this project, the college demonstrates its commitment to enhancing the campus environment and meeting the facilities growth required to achieve its vision. 2. Objective 10.2: Develop and maintain Facilities Master Plan. Repainting the college exterior aligns with the objective of developing and maintaining a Facilities Master Plan. This plan aims to establish a systematic approach to managing and improving college facilities. By including the repainting project in the plan, the college demonstrates its commitment to maintaining and upgrading its physical infrastructure. 3. Objective 10.10: Design spaces that intentionally build community. Repainting the entire college exterior can contribute to the objective of designing spaces that intentionally build community. A fresh coat of paint can enhance the aesthetic appeal of the college and create a welcoming environment. It can foster a sense of pride and belonging among students, faculty, and staff, thus promoting a stronger sense of community on campus. 4. Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. Requesting funding for repainting the college exterior falls under the objective of planning and advocating for budget augmentations to meet operational demands. By prioritizing the repainting project, the college recognizes the importance of maintaining a visually appealing campus environment that aligns with its comprehensive vision. It demonstrates a commitment to allocating resources to improve the overall college experience for its stakeholders. In summary, the request for repainting the entire college exterior supports the 2025 objectives by contributing to facilities growth, aligning with the Facilities Master Plan, promoting community-building, and advocating for budget augmentations to enhance the college's comprehensive vision.	Financial resources are required to cover the expenses associated with hiring a professional painting contractor and acquiring the necessary materials.	5		10		3	4	2	2	2	13	11	

Unit	Resource Year	\$ Amount Requested	Resource Type	Request Title	What resources do you need?	Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.	What resources do we already have?	2024-25 Prioritization	Funding Status	2025-26 Prioritization	Notes
Administrative: Office of the President	2024 - 2027	\$172,170.	STAFF: Classified Professional, Confidential, Mgr	Webmaster	Webmaster	The 2023-2024 Student Equity Plan research findings and student recommendations request and enhancement in institutional communication with a preference to obtain vital information online. Our website is not intuitive and it is vitally important that we have an expert webmaster that understands the connections between web design and how students seek to navigate resources related to enrollment, pathways, and resources. As an example, support services students wish Norco had where many exist include, in order of frequency mentioned, free tutoring, mental health counseling, parent support groups, advice managing multiple responsibilities, career services to find internships, help paying for books, mentorship, legal and students rights support, and housing support. Students sought improved website user-experience including self-service information about academic paths as well as support services available, their purpose, and how they can access them. Overall, our student voices suggest strongly that systematic equity at Norco College relies on improving communications. The colleges first webmaster must be positioned to work closely with the Senior Public Affairs Officer.	N/A		No Action-Insufficient funding	1	1
Administrative: Office of the President	2024 - 2027	\$50,000.	BUDGET: Request Ongoing Funding (Support, Mktg)	Strategic Enrollment Management (SEM) Budget Augmentation	Additional Funding	Strategic enrollment management involves the intentional coordination of recruitment, retention, and student support services to enhance access, success, and equity in achieving guided pathways for students. This approach ensures that enrollment efforts are aligned with institutional goals and student needs. By analyzing data and implementing targeted interventions, community colleges can identify barriers to access and success, such as financial constraints or academic preparedness, and develop strategies to address them. Additionally, strategic enrollment management promotes diversity and inclusivity by actively recruiting and supporting underrepresented student populations. Overall, it fosters a supportive environment where all students have the resources and guidance, they need to navigate their educational journey and achieve their goals. This request supports EMP Goals 1 (Access), 2 (Success), 3 (Equity) and 8 (Effectiveness, Planning, and Governance), the college's goals for achieving equity in Guided Pathways and the office of the president Program Goal 1.	N/A		No Action-Insufficient funding	2	2
Administrative: Office of the President	2024 - 2027	\$57,971.	STAFF: Classified Professional, Confidential, Mgr	President's Office Staff	1 PT Admin Asst. 1	Clerical support is critical to enhancing the institution's image and reputation as a leading educational provider in the region. By investing in additional clerical support, the college demonstrates its commitment to operational excellence and efficiency. With more administrative staff available to handle tasks efficiently, the President's Office can dedicate more time and resources to strategic initiatives aimed at elevating the college's profile and impact. (EMP Objective 6.5, 9.3)	1 Executive Administrative Assistant		No Action-Insufficient funding	3	3

Q1 Please identify your classification as a Norco College employee:

Answered: 88 Skipped: 1

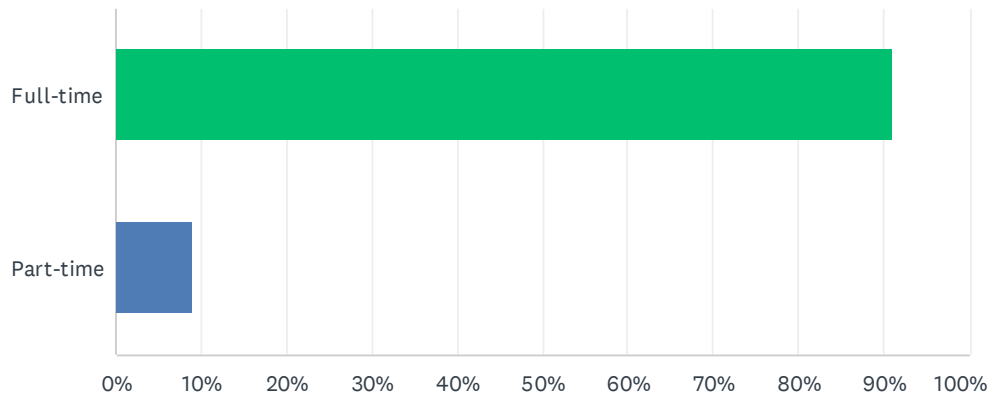


ANSWER CHOICES	RESPONSES	
Faculty	53.41%	47
Confidential/ Classified Professional	26.14%	23
Management	18.18%	16
Other (please specify)	2.27%	2
TOTAL		88

#	OTHER (PLEASE SPECIFY)	DATE
1	Full-time classified & PT Faculty	5/28/2025 1:09 PM
2	Peer advisor	5/16/2025 9:47 AM

Q2 My assignment at Norco College is:

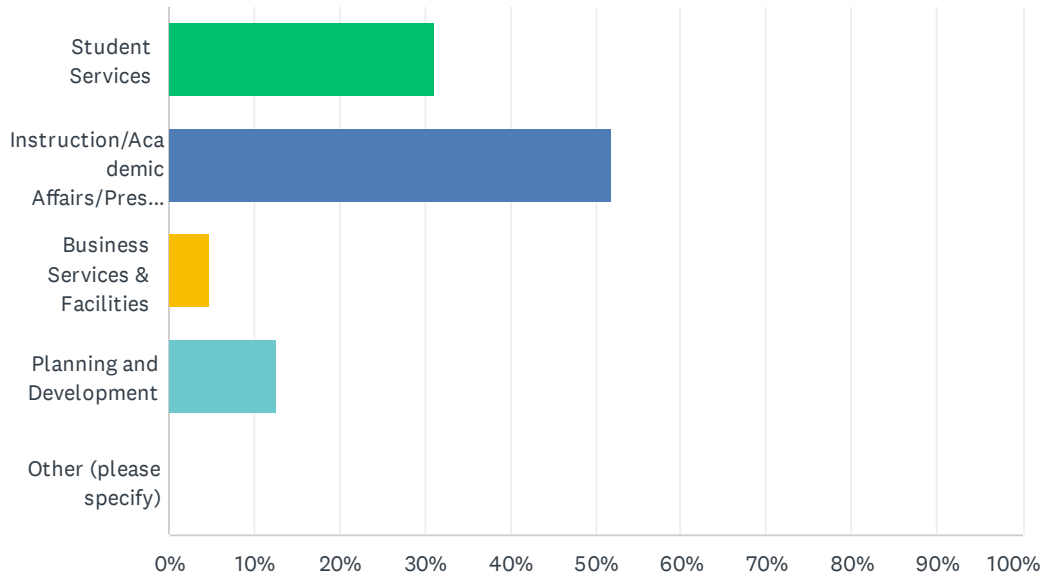
Answered: 89 Skipped: 0



ANSWER CHOICES	RESPONSES	
Full-time	91.01%	81
Part-time	8.99%	8
TOTAL		89

Q3 The following is my primary responsibility:

Answered: 87 Skipped: 2

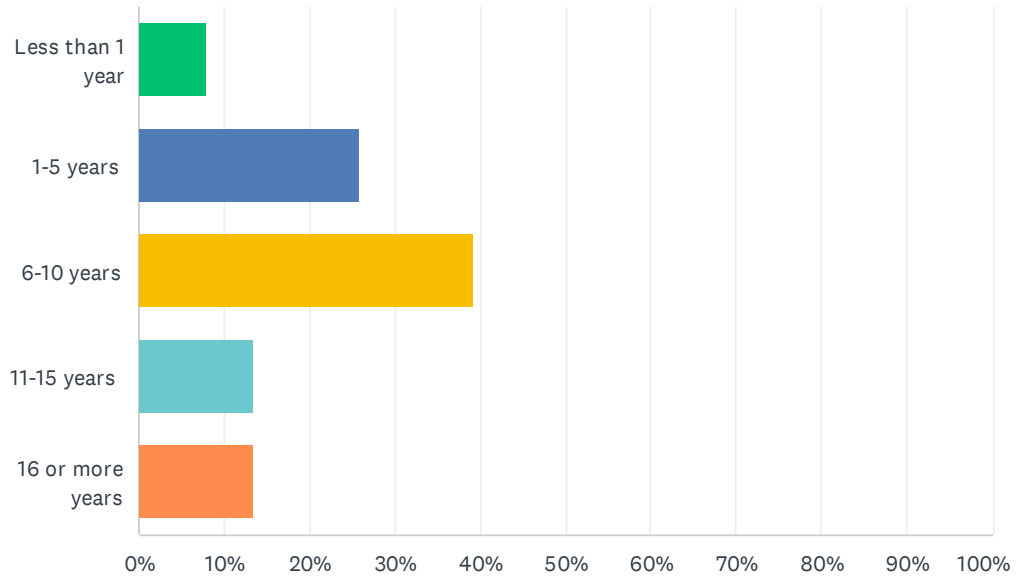


ANSWER CHOICES	RESPONSES	
Student Services	31.03%	27
Instruction/Academic Affairs/President	51.72%	45
Business Services & Facilities	4.60%	4
Planning and Development	12.64%	11
Other (please specify)	0.00%	0
TOTAL		87

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q4 How long have you been employed at Norco College?

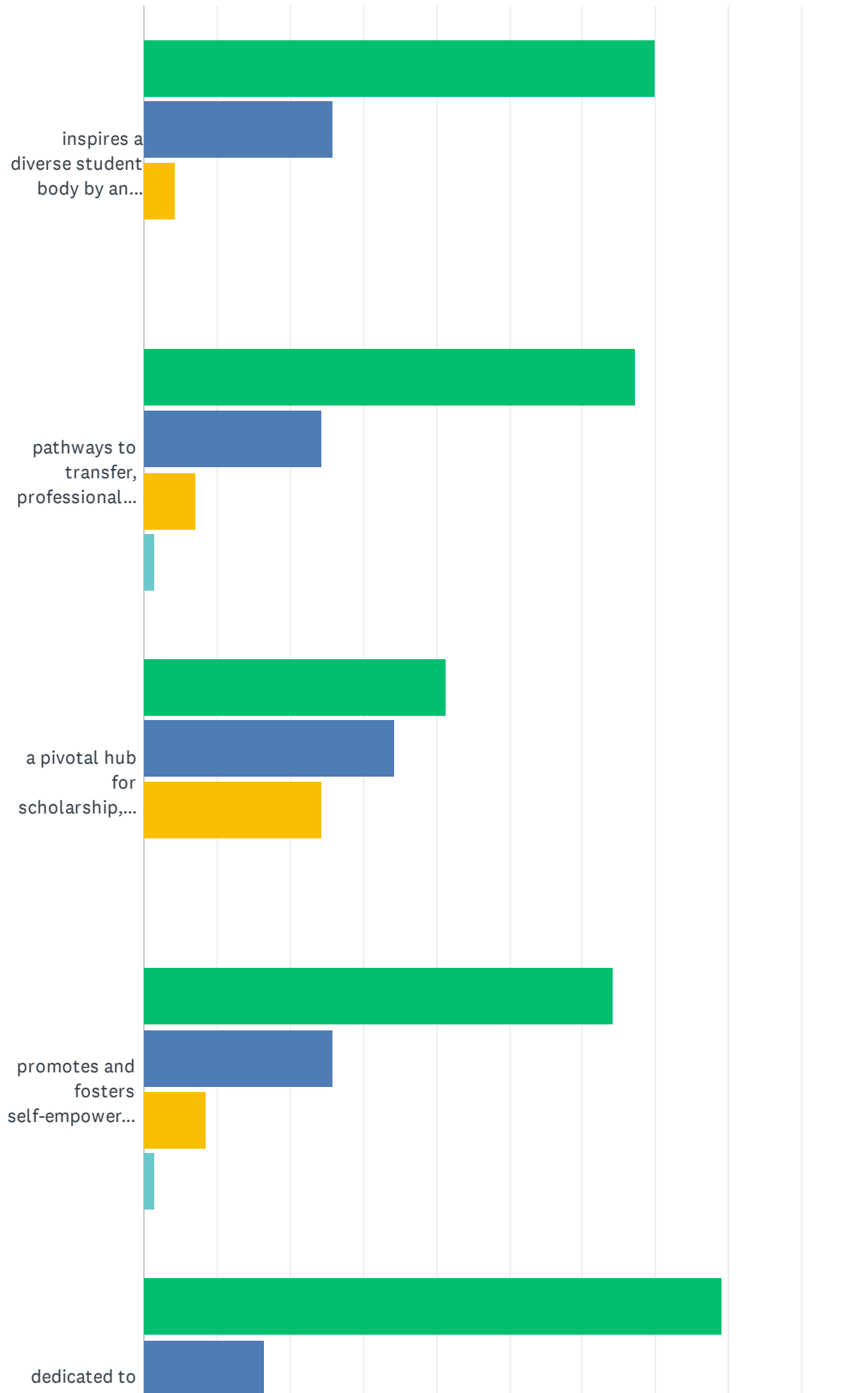
Answered: 89 Skipped: 0



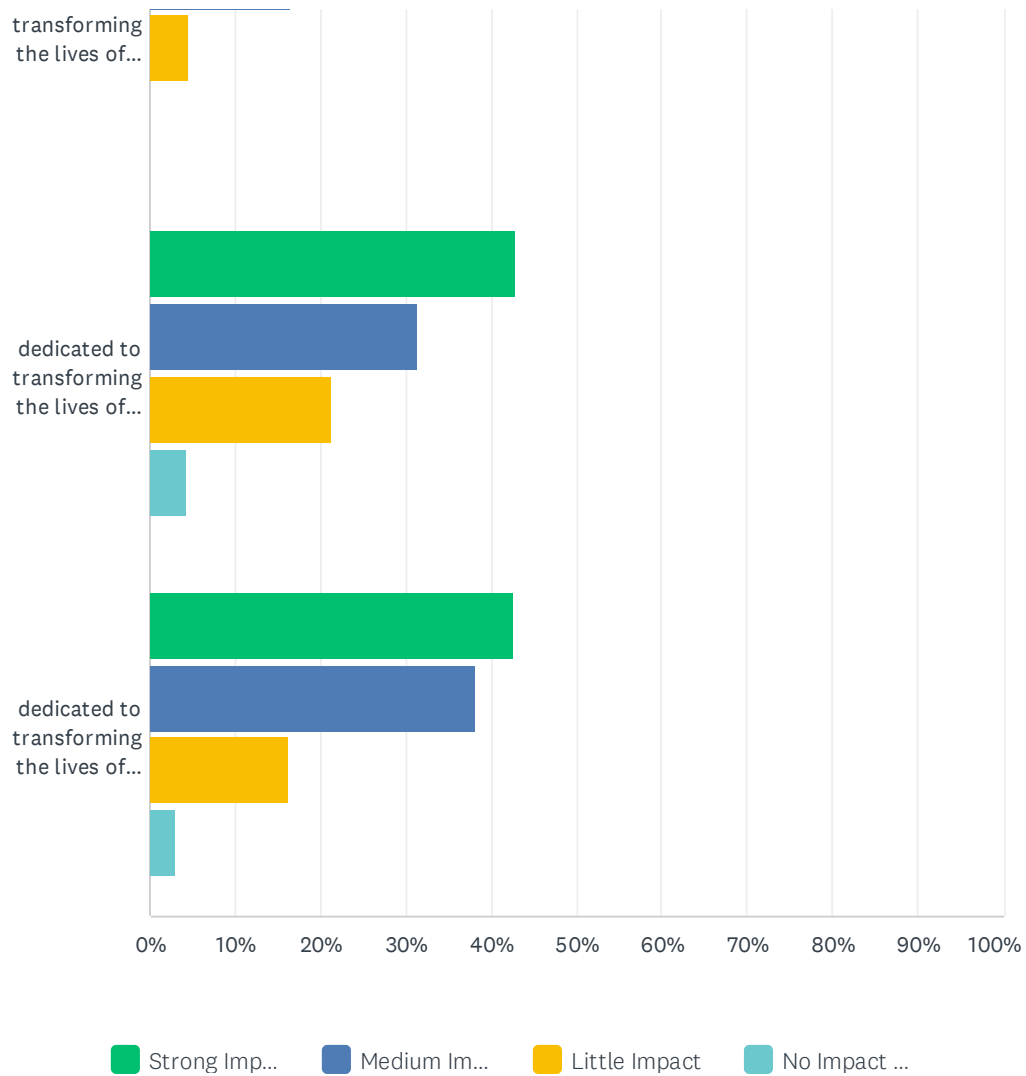
ANSWER CHOICES	RESPONSES	
Less than 1 year	7.87%	7
1-5 years	25.84%	23
6-10 years	39.33%	35
11-15 years	13.48%	12
16 or more years	13.48%	12
TOTAL		89

Q5 Please select the level of impact on the following parts of the college mission made by the program/service in which you work

Answered: 70 Skipped: 19



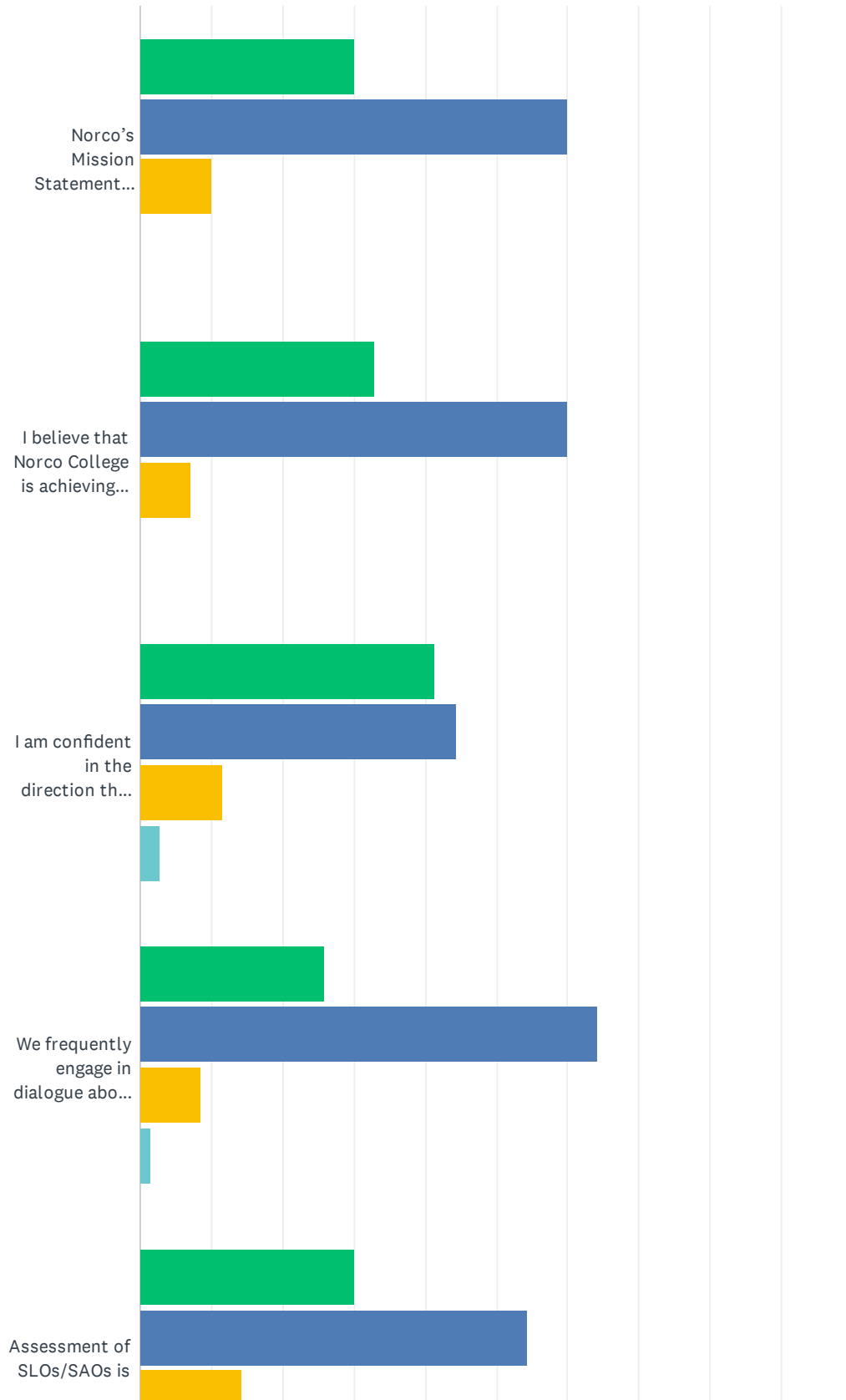
Institutional Effectiveness and Planning Survey 2024-25



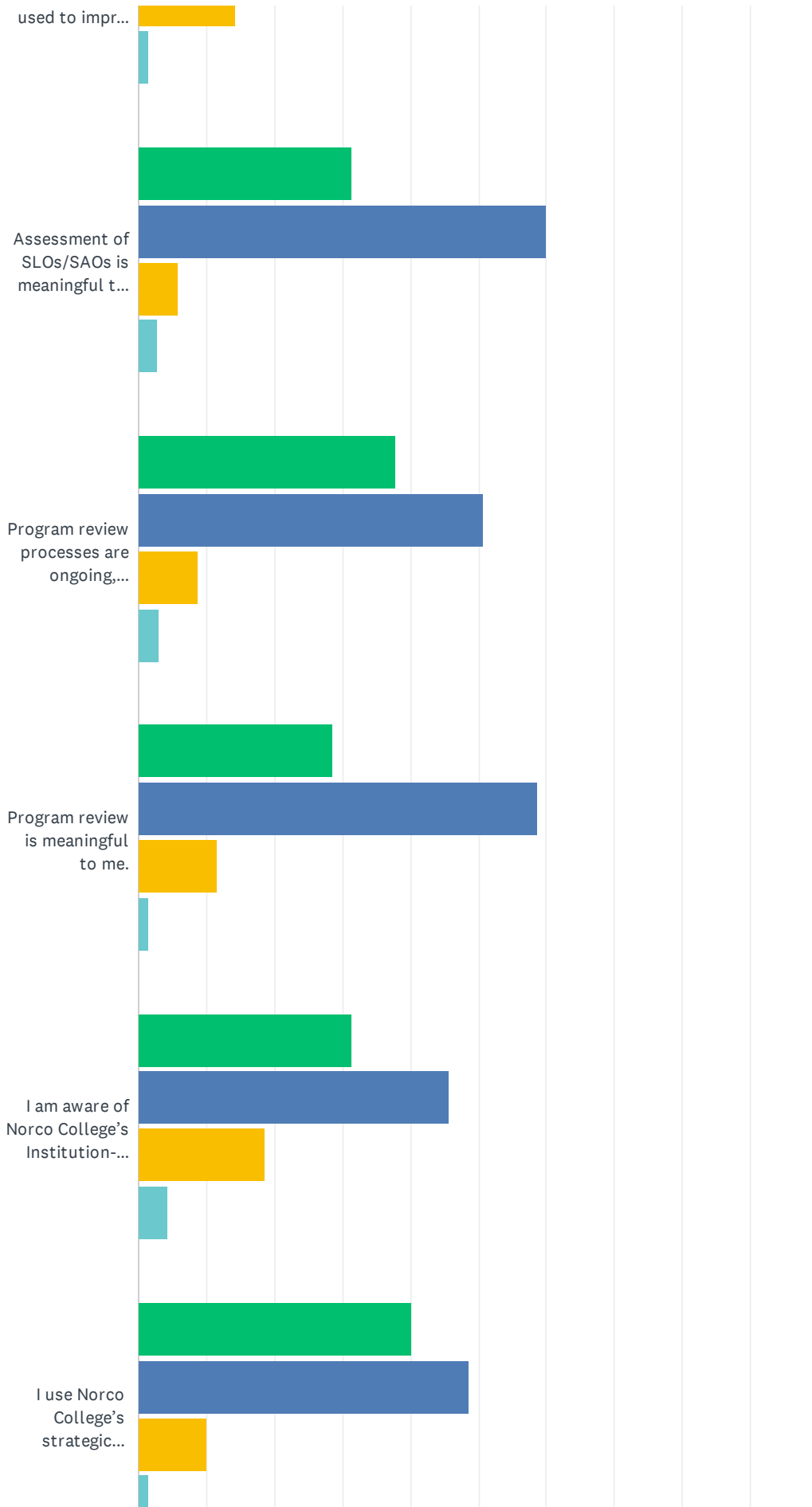
	STRONG IMPACT	MEDIUM IMPACT	LITTLE IMPACT	NO IMPACT AT ALL	TOTAL	WEIGHTED AVERAGE
inspires a diverse student body by an inclusive innovative approach to learning	70.00% 49	25.71% 18	4.29% 3	0.00% 0	70	2.66
pathways to transfer, professional, career and technical education, certificates, and degrees	67.14% 47	24.29% 17	7.14% 5	1.43% 1	70	2.57
a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships.	41.43% 29	34.29% 24	24.29% 17	0.00% 0	70	2.17
promotes and fosters self-empowerment	64.29% 45	25.71% 18	8.57% 6	1.43% 1	70	2.53
dedicated to transforming the lives of our students	79.10% 53	16.42% 11	4.48% 3	0.00% 0	67	2.75
dedicated to transforming the lives of our employees	42.86% 30	31.43% 22	21.43% 15	4.29% 3	70	2.13
dedicated to transforming the lives of our community	42.65% 29	38.24% 26	16.18% 11	2.94% 2	68	2.21

Q6 Please select your level of agreement with the following statements

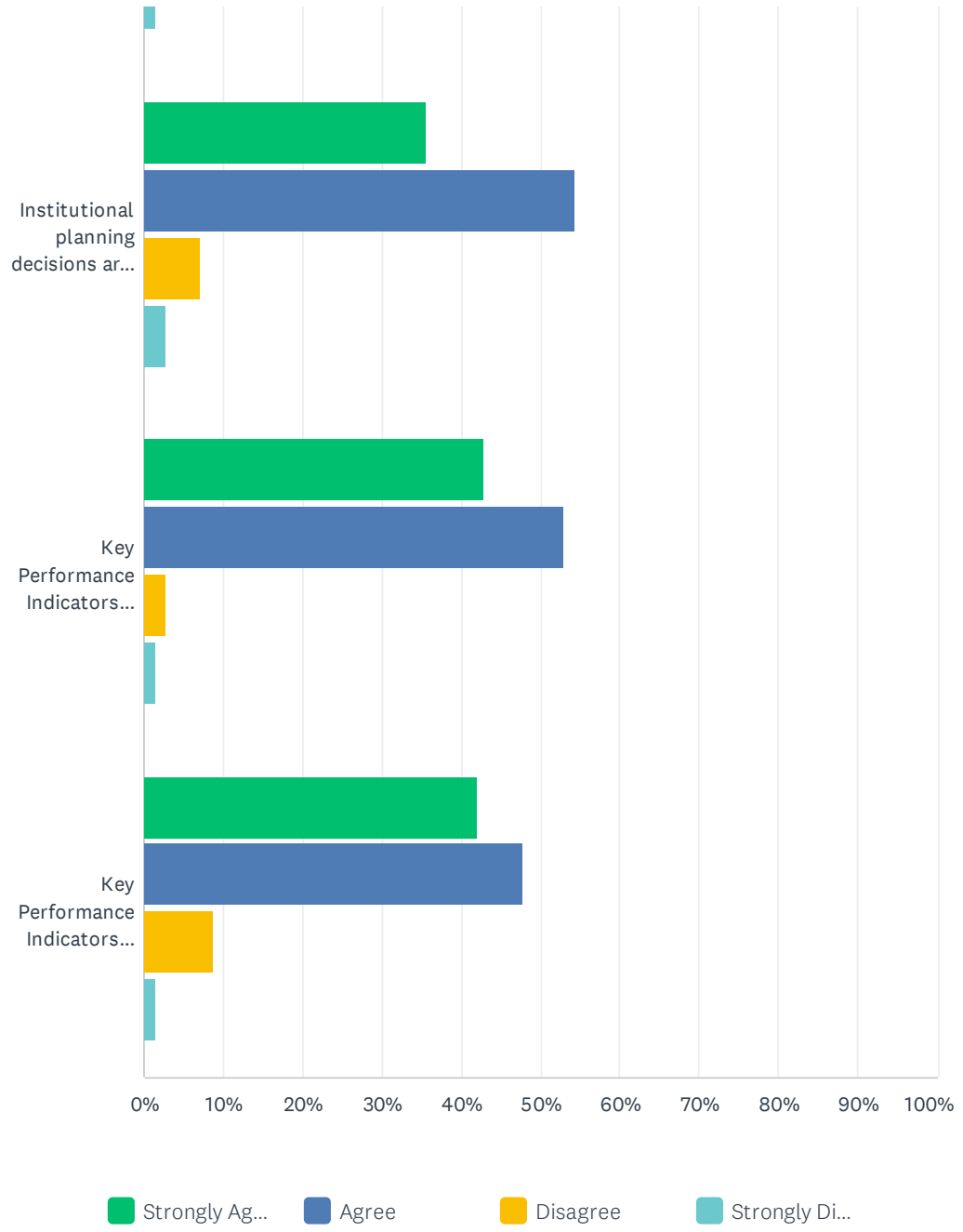
Answered: 70 Skipped: 19



Institutional Effectiveness and Planning Survey 2024-25



Institutional Effectiveness and Planning Survey 2024-25

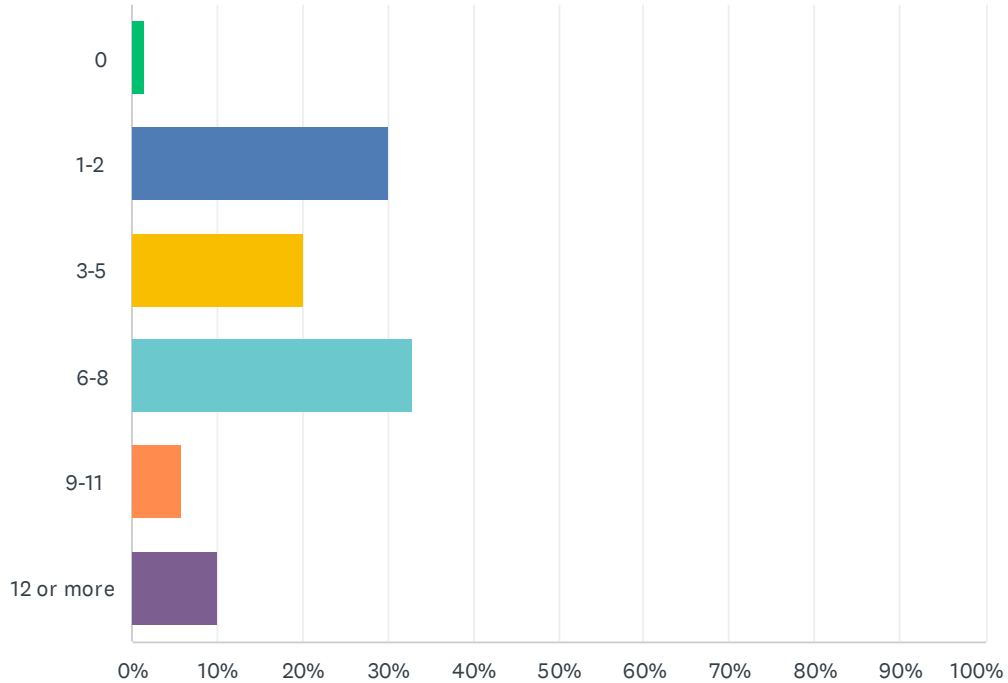


Institutional Effectiveness and Planning Survey 2024-25

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Norco's Mission Statement guides institutional planning.	30.00% 21	60.00% 42	10.00% 7	0.00% 0	70	3.20
I believe that Norco College is achieving it's mission.	32.86% 23	60.00% 42	7.14% 5	0.00% 0	70	3.26
I am confident in the direction that Norco is planning for the future.	41.43% 29	44.29% 31	11.43% 8	2.86% 2	70	3.24
We frequently engage in dialogue about data on student learning outcomes/service area outcomes (SLOs/SAOs) in my area.	25.71% 18	64.29% 45	8.57% 6	1.43% 1	70	3.14
Assessment of SLOs/SAOs is used to improve the courses/programs/services in my area.	30.00% 21	54.29% 38	14.29% 10	1.43% 1	70	3.13
Assessment of SLOs/SAOs is meaningful to me.	31.43% 22	60.00% 42	5.71% 4	2.86% 2	70	3.20
Program review processes are ongoing, systematic and used to assess and improve student learning and achievement.	37.68% 26	50.72% 35	8.70% 6	2.90% 2	69	3.23
Program review is meaningful to me.	28.57% 20	58.57% 41	11.43% 8	1.43% 1	70	3.14
I am aware of Norco College's Institution-Set Standards (ISS) in one or more aspects of my job.	31.43% 22	45.71% 32	18.57% 13	4.29% 3	70	3.04
I use Norco College's strategic planning goals in one or more aspects of my job.	40.00% 28	48.57% 34	10.00% 7	1.43% 1	70	3.27
Institutional planning decisions are based on data.	35.71% 25	54.29% 38	7.14% 5	2.86% 2	70	3.23
Key Performance Indicators (KPIs) of the Norco College strategic planning goals are regularly assessed.	42.86% 30	52.86% 37	2.86% 2	1.43% 1	70	3.37
Key Performance Indicators (KPIs) of the Norco College strategic planning goals results are regularly shared with campus constituencies.	42.03% 29	47.83% 33	8.70% 6	1.45% 1	69	3.30

Q7 On average, I spend ____ hour(s) per week on shared governance activities (reading minutes, memos, newsletters, attending meetings, hiring committees, etc.)

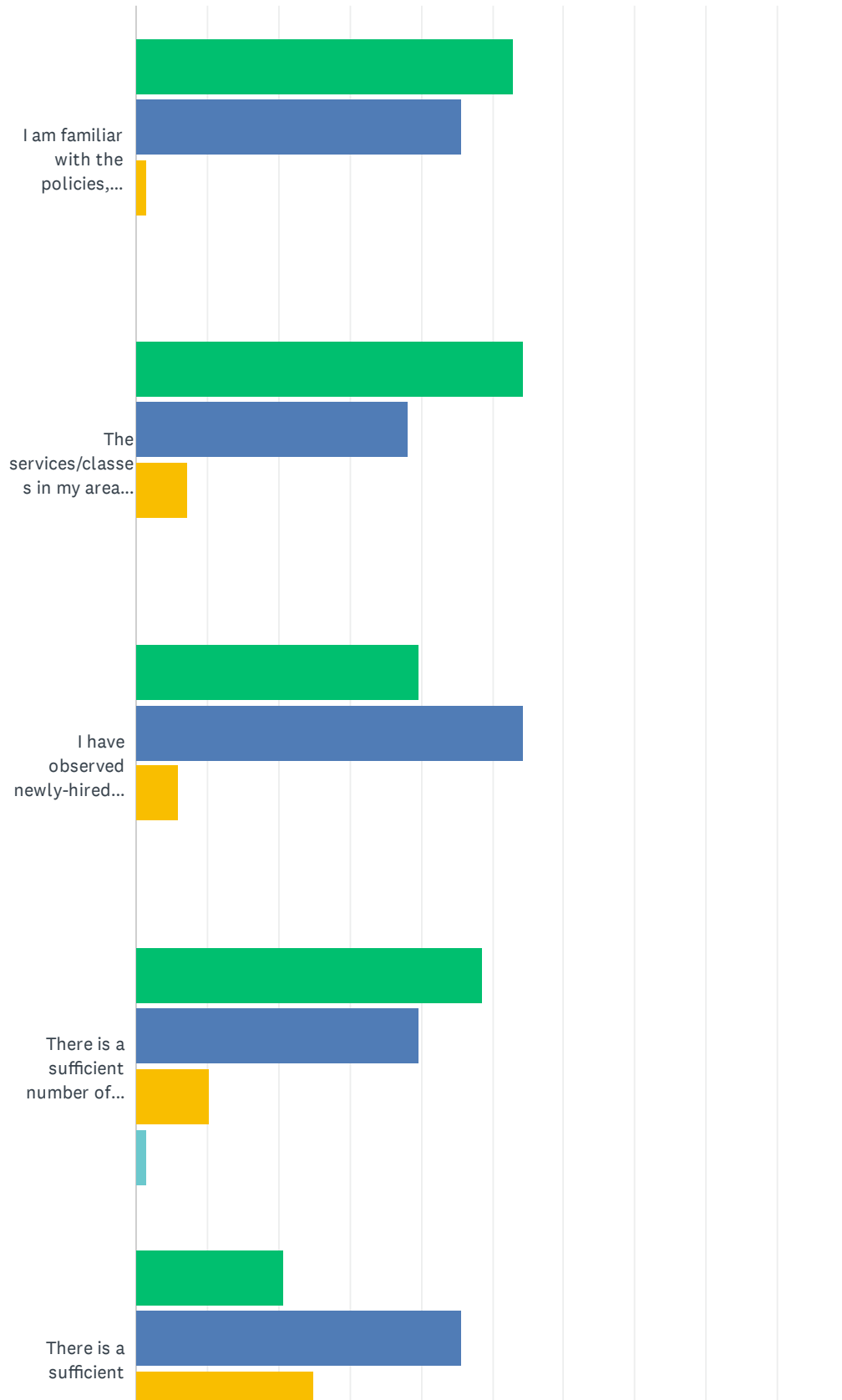
Answered: 70 Skipped: 19



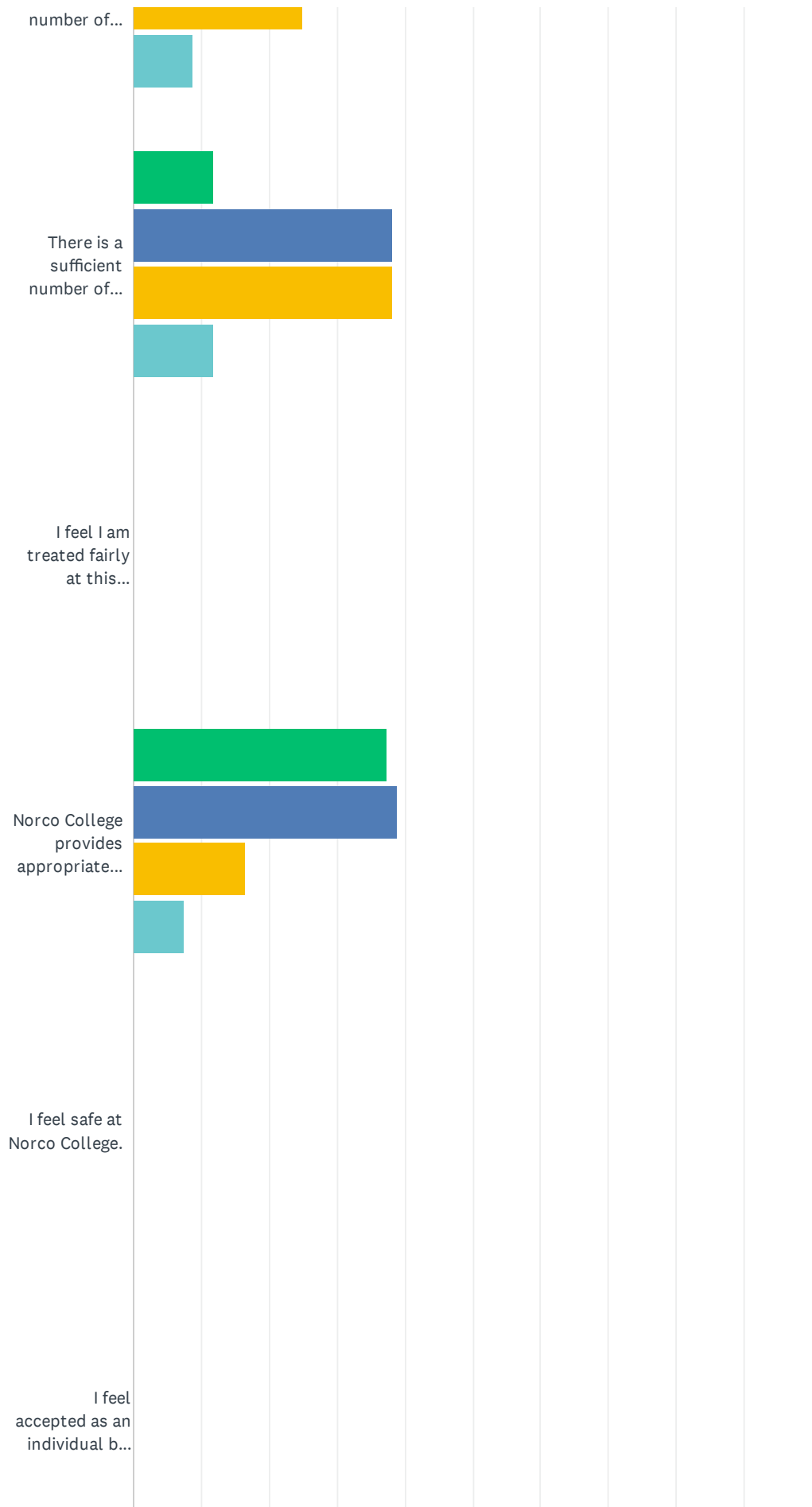
ANSWER CHOICES	RESPONSES	
0	1.43%	1
1-2	30.00%	21
3-5	20.00%	14
6-8	32.86%	23
9-11	5.71%	4
12 or more	10.00%	7
TOTAL		70

Q8 Please rate your level of agreement with the following statements:

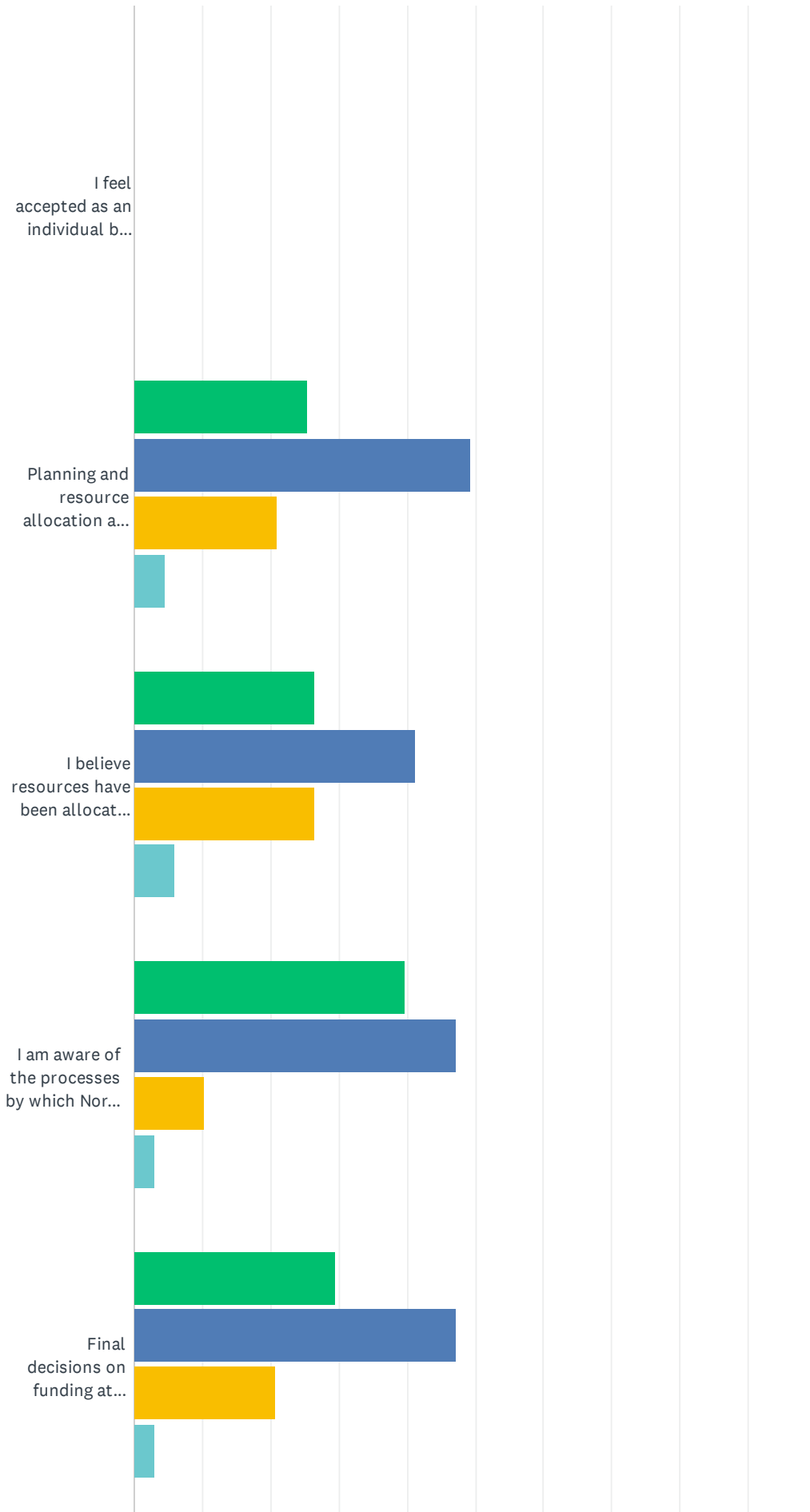
Answered: 68 Skipped: 21



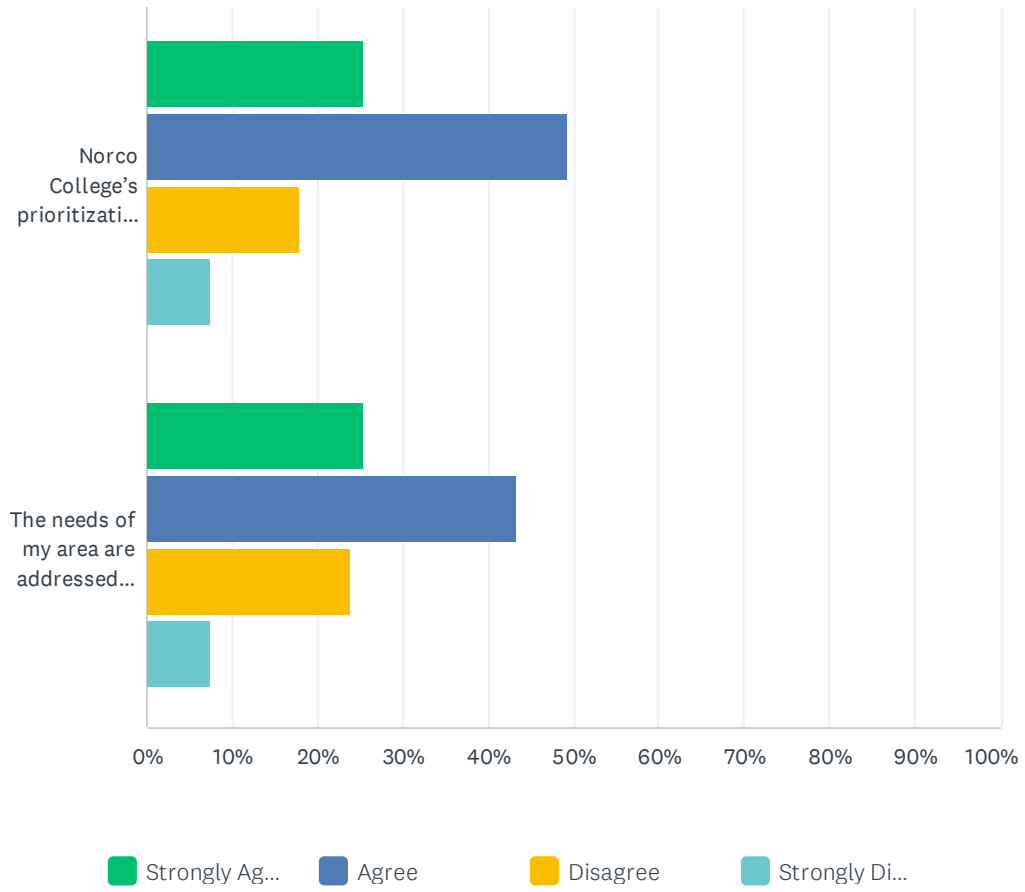
Institutional Effectiveness and Planning Survey 2024-25



Institutional Effectiveness and Planning Survey 2024-25



Institutional Effectiveness and Planning Survey 2024-25



Institutional Effectiveness and Planning Survey 2024-25

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
I am familiar with the policies, procedures, and publications in my area.	52.94% 36	45.59% 31	1.47% 1	0.00% 0	68	3.51
The services/classes in my area have been aligned with student needs and/or program pathways.	54.41% 37	38.24% 26	7.35% 5	0.00% 0	68	3.47
I have observed newly-hired employees at the college, and they seem to be highly qualified for their jobs.	39.71% 27	54.41% 37	5.88% 4	0.00% 0	68	3.34
There is a sufficient number of administrators to provide effective leadership and services that support the institution's mission and purposes.	48.53% 33	39.71% 27	10.29% 7	1.47% 1	68	3.35
There is a sufficient number of full-time faculty to assure fulfillment of responsibilities essential to the quality of educational programs and services that support the institutional mission and purposes	20.59% 14	45.59% 31	25.00% 17	8.82% 6	68	2.78
There is a sufficient number of classified professionals to support effective educational, technological, physical, and administrative operations of the institution.	11.76% 8	38.24% 26	38.24% 26	11.76% 8	68	2.50
I feel I am treated fairly at this institution.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Norco College provides appropriate opportunities for my continued professional development.	37.31% 25	38.81% 26	16.42% 11	7.46% 5	67	3.06
I feel safe at Norco College.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
I feel accepted as an individual by the faculty, classified professionals, administrators and other employees at Norco College.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
I feel accepted as an individual by students at Norco College.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Planning and resource allocation are well integrated at Norco College.	25.37% 17	49.25% 33	20.90% 14	4.48% 3	67	2.96
I believe resources have been allocated effectively in my area to support student success.	26.47% 18	41.18% 28	26.47% 18	5.88% 4	68	2.88
I am aware of the processes by which Norco College ranks staffing and equipment needs identified in program review.	39.71% 27	47.06% 32	10.29% 7	2.94% 2	68	3.24
Final decisions on funding at Norco College give consideration to priority lists approved by the planning councils in making resource allocation decisions.	29.41% 20	47.06% 32	20.59% 14	2.94% 2	68	3.03
Norco College's prioritization ranking processes are an effective means of ensuring that resource allocation decisions are based on documented needs identified in program reviews.	25.37% 17	49.25% 33	17.91% 12	7.46% 5	67	2.93
The needs of my area are addressed through Norco College's prioritization ranking processes.	25.37% 17	43.28% 29	23.88% 16	7.46% 5	67	2.87



Timeline

Action Item: Mission, Vision, and Core Commitments (MVCC)

Voting Results and Discussion:

Council	Vote Date	Decision	Comments/Further Consideration
Academic Council	5/22/25	Approved by Consensus	Recommended inclusion of "diverse student population" in Mission Statement
College Council	5/30/25	Approved	E-vote open from 5/23- closed 5/30
IEGC	5/22/25	Approved by Consensus	Suggested hyphenating "open access" to "open-access"
Resource Council	5/22/25	Approved by Consensus	N/A
Student Support Council	5/22/25	Approved by Consensus	N/A
Academic Senate	6/9/25	Approved by Consensus	
ASNC	5/23/25	Approved by Consensus	<ol style="list-style-type: none"> 1. Students appreciated the Mission focus on student pathways and supporting every student on those paths 2. "Diverse students" was extremely inclusive and representative of Norco students from different backgrounds, learning abilities, and ages. 3. Multiple students agreed that the Mission was meaningful and liked the new version 4. Approved without edits
DSPC	9/19/25	Approved by Consensus	
Chancellor's Cabinet	10/27/25	Pending	
Board Institutional Planning, Effectiveness and Governance Committee	11/3/25	Pending	
Board of Trustees	11/18/25	Pending	



Timeline

Action Item: Strategic Plan & Governance Manual (SPGM)

Voting Results and Discussion:

Council	Vote Date	Decision	Comments/Further Consideration
Academic Council	6/3/25	Approved by Consensus	E-vote: Open from 5/27- Closed 6/3
College Council	5/30/25	Approved by Consensus	E-vote: Open from 5/23- Closed 5/30
IEGC	5/22/25	Approved by Consensus	
Resource Council	5/22/25	Approved by Consensus	
Student Support Council	5/22/25	Approved by Consensus	
Academic Senate	5/12/25 (Correction)	Approved by Consensus (Correction)	
ASNC	5/23/25	Approved by Consensus	
DSPC	9/19/25	Approved by Consensus	
Chancellor's Cabinet	10/27/25	Pending	
Board Institutional Planning, Effectiveness and Governance Committee	11/3/25	Pending	
Board of Trustees	11/18/25	Pending	

RCCD Strategic Plan Draft - Revised Version

Hello Workgroup Members,

Based on feedback from the colleges and the district office, we have updated the draft RCCD Strategic Plan and shared it with college leadership. Here is the link to the current version: [RCCD Strategic Plan 2025-2030 v9](#)

Main changes are:

1. Added HSI language to the Purpose section.
2. Revised Objective 3.2 on Basic Needs to include technology as a basic need.
3. Added hotspots to the KPI for Objective 5.4.
4. Replaced “generative AI” with “emerging technologies” in the Basic Strategies section.
5. Added a new action under Goal 5 (Resources), Strategy 2, on policies and procedures.
6. Added two new objectives with KPIs under Goal 6 (Partnerships and Community Engagement) on government relations and marketing.
7. Included plan of actions under Basic Strategies related to professional growth and development for classified professionals.
8. Added CPL language to Goal 1 (Equity in Access), Strategy 2.
9. Added two KPIs to Goal 5 (Resources), Objective 5.3.
10. Revised KPIs for Goal 6 (Partnerships and Community Engagement), Objective 6.2.

We also made other minor adjustments like wording changes. A version with track changes is also available in the folder for your review, so you may see where revisions were made. The College Academic Senates will conduct their first read next Monday. Additional feedback may be provided, and we will prepare a revised draft for release by October 14th.

Thank you all!

Lijuan