

Institutional Strategic Planning Council
May 16, 2018
ST 107 (1:00-3:00pm)
Minutes

Members Present: Kris Anderson (Faculty Accreditation co-chair), Greg Aycock, Melissa Bader (Faculty Chair), Celia Brockenbrough, Peggy Campo, Chris Castillo (Student Rep), Leona Crawford, Monica Esparza, Monica Green, Daniel Landin, Ruth Leal (Staff Chair), Sam Lee, Mark Lewis, Barbara Moore, Chris Poole, Bryan Reece (Admin. Chair), Jim Reeves, Mitzi Sloniger

Guests: Vanessa Acosta, Janelle Brekke, Jessica Cobb, Kevin Fleming, Marshall Fulbright, Lorenzo Harmon, Azadeh Iglesias, Cecilia Ramirez

Meeting commenced: 3:00pm

Approval of Minutes:

Approval of Minutes for April 18, 2018
MSC (Lewis/Castillo)

Corrections: In the accreditation update, paragraph one; include discussion on whether the institution set standards were met. Paragraph two correct (ISER) acronym, specify that April 3rd was the BOT Committee Meeting, strike ‘work is done’ as it is in progress.

Approved with corrections.

I. Action Item:

- A. Institutional Reorganization (Handout) (Bryan Reece)
MSC (Castillo/Anderson)
Dr. Reece reviewed the reorganization documents and recommendations to ISPC to date.

Comments/Questions:

- Change writing center to English Lab on Personnel Recommendations and Cost.
- Is there ongoing funding available to meet the needs of the proposed positions? Funding for the positions comes from two sources. One is a holding account which is an accumulation of funds over several years, this balance is refreshed each year and has been reduced to safe level for the purpose of funding the reorg positions. The second source is indirect grant funds, which have been redirected. To clarify, the question was raised about whether the funds we are using are not one-time, there are pools that have new money coming in on an ongoing basis. The short answer to that question is yes, the greater risk is in indirects however, the trend indicates that the indirects will continue to grow. Based on today’s information the availability of the funds used for the reorg is relatively stable.

- The process for adding positions is outside of the normal program review process and it can seem that the line has been jumped; however, the strategic planning process has been used in the decision-making. All other positions will go through the program review process. A recommendation was made to revisit and update the process review and prioritization processes. The process is owned by the college, as long as we make the decisions together, we own the process to make a strategic decision.

Approved. 14 yes, 0 no.

B. Catalyst Fund (Colleen Molko)
Item withdrawn

C. Strategic Planning Process Chart (Handout) (Ruth Leal)
MSC (Castillo/Lewis)

Ruth revised the updates to the Strategic Planning Process Chart: 1) add Teaching and Learning Committee, Marketing Committee, and Classified Senate. 2) Update the name of the Library Advisory Committee. 3) Remove Student Success Committee as this body has been infused throughout the strategic planning committees of the institution.

Comments/Questions:

- Check arrows on the institution senate groups.
- Indicate the approval date at the bottom.
- Approved adding an Academic Affairs Planning Council. Discussion on workgroups or committee discussion on the criteria (regular meetings vs. or as part of the process). This anomaly may be worth noting as part of the process. Will need to address the structure of the planning process, this will be revamped in the fall when we are working on the strategic plan.
- In reference to the student success committee, it would provide a different lens for the reorg discussions, this SSC could have helped in that. Since the body has not met for two years, it is noted that there should be a success team body informing planning. From an accreditation perspective, be sure to explain the reason for removing it from the strategic planning process.

Approved. 1 opposed, 1 abstention

II. Committee Reports

A. ASNC (Chris Castillo)

ASNC has completed its elections; the new terms begin June 1st. Autumn Parra is the 18-19 ASNC President. The ASNC has heard presentations on and is in support of the institutional reorganization; any concerns have been heard and discussed with President Reece. ASNC also approved 100K for shade sails over the amphitheater. The entire executive ASNC team is transferring.

Comments/Questions: Dr. Reece commended ASNC for their strong organization and involvement.

III. Information Items:

A. Veterans Resource Center Update

(Lorenzo Harmon)

Director for the VRC, Lorenzo “Gunny” Harmon presented an update on the VRC. He reviewed the concept of a VRC, site location, draft floor plans, renderings of the exterior and interior, phases of construction, and amenities.

Comments/Questions:

- What number are we hoping to serve? We are looking to increase our student population is 3000.
- Will the regional center be open to veterans who are not NC students? Yes, this is also a way recruit students from within the community.
- Has there been consideration for parking/traffic? Yes, discussed a catwalk bridge.
- Were considerations for vets with PTSD in the design? Yes.
- First phase is end of 2019 for the opening of phase one. Will the second entrance be completed before completion of the entire project? Yes.

B. Mission, Vision & Core Commitments

(Melissa Bader)

Gathered information and will be meeting on May 25th from 11am – 2:00pm to begin drafting the mission, suggested a pot luck. If you wish to be invited please contact Melissa Bader.

C. Guided Pathways Update (Handout)

(Monica Green)

Dr. Green reviewed the snapshot visual progress around the four pillars. The handout displays highlights with in progress and completed columns. The work continues through the summer with some changes implemented by the fall term. Dr. Green shared several areas where support is needed.

The three colleges presented to the Board of Trustees on the Guided Pathways a few weeks ago, the presentation feedback was very positive. It is important that we continue to talk about how imperative the success teams are and articulate what we are doing and why we are doing it.

D. Budget Update

(Jim Reeves)

The state funding model has not been finalized at present 60% revenue based on FTES – Governor incentive for focusing on two groups 1) 20% to serve students of need (Pell, BOG), 20% to serve students who meet student success, certs, transfer, and AA degrees. Strategy of the district to include automatic granting of degrees upon completion. Goals are set from benchmarks against last year. The early message is neutral, as the legislation continues to work on this.

Comments/Questions:

- Chancellor has indicated that the internal distribution of funds will be modeled around the state formula. What happens if we overachieve? There are few regions that are growing, and we are one of them.
- How do we achieve the incentive? If we provide greater access to low-income students.
- 20% that includes transfer, does it count the same? What about students who transfer without an AA degree, they do count but at a different score.

IV. Good of the order

Meeting adjourned: 3:05pm

Next meeting: June 6, 2018

Minutes submitted by Denise Terrazas

Norco College Institutional Reorganization FAQ's

1. Will anyone be demoted or lose pay as a result of the reorganization?

No.

2. What are the official votes/recommendations from the campus constituent groups

Group	Date	Recommendation	Count
SSPC	4/25/18	Yes	11 yes/4 no/1 abstain
Academic Senate	5/7/18	Yes	Unanimous
BFPC	5/8/18	Yes	9 yes/1 no/1 abstain
Management Team	5/9/18	Yes	Unanimous
APC	5/11/18	Yes	Unanimous
President's Advisory	5/14/18	Yes	Unanimous
ASNC	5/15/18	Yes	Unanimous
Classified Senate	5/16/18	Yes	Unanimous
ISPC	5/16/18	Pending	Pending
COTW (College Wide)	5/17/18	Pending	Pending
DSPC	6/1/18	Info Only	
Chancellor Cabinet	6/4/18	Info Only	
RCCD Board of Trustees	6/12/18	Info Only	
Potential Implementation	7/1/18		

3. What will happen if Kevin does not get the permanent job?

He will return to his position as instructional dean. We will have to determine what areas of responsibility will be his.

4. Why the urgency?

Some people dispute the question, arguing this has not been done with a sense of urgency. The completion initiative has been in discussion for 3 years. Last year, the campus decided to establish the four schools. This year the campus is reorganizing around the four schools. The campus has held approximately 50 meeting since December on the reorganization. This all suggests the decision has been thoughtfulness and patience.

5. Why does the title need to be VP?

To build the college most say they want to see in the next 10 year, we need to hire significantly more staff, faculty and managers. We need to develop better technical solutions. We need to build more space. This will all require the development of substantial resources—somewhere in the \$800M range over 10 years. To secure this kind of funding, we need a team in place with a VP overseeing the team.

6. How will we know if this is successful?

Norco College Institutional Reorganization FAQ's

There are a few fundamental measure we need to track: enrollment growth, student success, equitable success, and resource development. If these improve, we are demonstrating success.

7. Why do we need an Office of Strategic Development?

We need to pursue resources for the college with an assertive, even aggressive, approach. We need to look to private funding (in collaboration with RCCD Foundation), foundation funding, government grant funding, and legislative funding (in collaboration with RCCD government relations). We also need to be very creative about building programs that generate margin/revenue on the back end to assist with college development. These have the potential of generating significant resources for the college, but they will take the work of an entire team (the Strategic Development Office).

8. How will we fill the permanent VP position?

We will conduct a national search following the same process we use for any other executive/management search at Norco College.

Why Reorg?

Email from Dr. Reece to Nor-all

May 8, 2018

Norco College Family,

Our campus community has held two votes so far on the reorganization (SSPC voted 11 yes, 4 no, and 1 abstention; Academic Senate voted unanimously yes), but we still have eight more votes to go (Classified Senate, Managers, ASNC, President's Advisory Board, BFPC, APC, ISPC, and COTW). All these votes will happen within the next 10 days and each will likely add suggested recommendations for improving the plan. If you are not in one of the meetings where a vote will be held, you may be approached by a representative from your area asking for your opinion. In the next 10 days, please make an effort to express your opinion and suggestions through this process somehow.

With that said, I would like to remind you of why this reorganization is so important.

Nearly every student comes to Norco College with one of three goals in mind—complete a certificate, AA degree, or achieve transfer readiness. Dr. Aycock recently re-ran a study of our students and found that given four years to complete these goals, approximately 19% of our students are successful while approximately 81% do not complete their goals. If we parse the students demographically, the completion rates are even more stark for historically underserved students. We need to flip these numbers. We should have something more like 81% finding success with 19% struggling.

Cohorts from Fa2013 to Sp2017	Percent who do NOT succeed
All NC Students	81.0%
Hispanic NC Students	81.8%
African American NC Students	85.3%
Men of Color NC Students	86.1%
Foster Care NC Students	90.6%

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

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

A second area we need make change is around strategic development. We need to create a strategic development office to generate the additional resources the college needs. We do not have enough people or space to offer the quantity and quality of services/programs we all desire. To address this we need to coordinate marketing, outreach, grant writing, strategic initiatives, media relations, fundraising, and more under a coordinated umbrella.

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

Reorganization Staffing Considerations Spring 2018

Questions:

What are the Ed Code, BP, AP and bargaining agreement rules/guidelines we must follow during the implementation?

- 1) Interim Appointments: (Title 5) Where an in-house recruitment is utilized to fill a position on an interim basis all district employees shall be afforded the opportunity to apply. So to fill the new VP position on an interim basis we must open it internally for at least 5 days and allow any employee to compete for it. We cannot just appoint an employee. The interim appointment may last up to 2 years then a full recruitment will have to be flown in which the interim employee may compete (BP/AP 7120a). If the interim employee doesn't get the permanent position the employee will go back to permanent position prior to the interim assignment.

- 2) Lateral move of classified employees: The CSEA Contract defines a transfer as: *a change of location or supervisor within the same classification or position with the same salary.* Article XIB states *classified employees may be transferred by the District to any position at any time such transfer is in the best interest of the District. However, no transfer shall be made for arbitrary or capricious reasons. An employee affected by a transfer shall be given notice a minimum of five (5) working days before the transfer. A conference will be held to discuss the reason for the transfer. (A "conference" is a formal meeting for discussion, at a set meeting time and place with reasonable advance notice.) The District agrees that it shall seek voluntary transfers prior to requiring an involuntary transfer, if a vacancy is available. The District agrees that it shall negotiate the effects of the involuntary transfer with CSEA.*

With this in mind if you are going to transfer groups of individuals to report to different supervisors, group conferences may be held.

If you are going to change the work hours of any classified employees an additional step will need to be completed to change work hours.

We should NOT be changing the titles of any classified employees. We are in the middle of a District wide compensation study and any reclassifications have been put on hold until 1/1/19 when the compensations study is due to be completed.

What needs to go to Board?

Reorganization does not go to Board as a package. Board approval is required for: 1) change of titles; 2) permanent salary changes, and 3) increase in work hours. Each individual item would go separately to the board.

Page numbers refer to the reorganization document as of 4/23/18:

Page 2: President

Personnel Change	HRER Considerations
Dean of Grants & Student Equity Initiatives – shifts from Academic Affairs to Student Services	No issues; transfer conference and notification memo for changes in supervisor or location for classified staff
Dean of Institutional Effectiveness Office – shifts from President to Academic Affairs	No issues; if location change than transfer conference and memo for classified staff
Dean of Instruction, CTE Programs & Grants – shifts from Academic Affairs to new Strategic Development area	Follow interim appointments rules per Title 5 (see prior page); If employee doing higher level work, must be paid to do so; Board will not approve a layoff; Non-contract renewal only done for cause.
New position - Director of Administrative Services – under Business Services	JD needs to be created and approved; Open recruitment
Area of Strategic Development with Interim Vice President (<i>new position</i>)	See above
Associate Dean Grants Admin & Dev – shifts from Academic Affairs to new Strategic Development area	No change if working under same job description; on current org chart, Associate Dean CTE/Project Director NSF; JD needs to be created and approved; Even with substantial change in duties, may be approved through reorganization process without an open recruitment. Meet with Susan before goes for JD approval to see if substantial.
Dean of Community Partnerships & Workforce Development – shifts from Academic Affairs to new Strategic Development area	No change if working under same job description; If substantial change in duties, meet with Susan to see if substantial. Even with substantial change in duties, may be approved through reorganization process without an open recruitment.

Page 3: Academic Affairs

Personnel Change	HRER Considerations
Dept of Social & Behavioral Sciences moves under DOI for School of Social & Behavioral Studies	No Board policy that addresses change of reporting line; Office location is a department issue – department rules followed and each department may have a different rule; CTA consultation with working conditions if office location discussed.
Dept of Arts, Humanities, & World Languages move under DOI for School of Arts & Humanities	Same as above
Dept of Communication Studies move under DOI for School of Arts & Humanities	Same as above
Dept of Math move under DOI for School of STEM	Same as above
Dept of Science & Kin move under DOI for School of STEM	Same as above
Dept of BEIT move under DOI for Schools of STEM and Business & Management	Same as above

Institutional Effectiveness Office – shifts from President to Academic Affairs	No issues; if location change than transfer conference and memo for classified staff
STEM Director is DOI	Change of supervisor; transfer conference and notification for classified staff
Instructional Department Specialist reporting lines change	Change of supervisor; transfer conference and notification for classified staff

Page 4: Student Services

Personnel Change	HRER Considerations
Dean of Grants & Student Equity Initiatives – shifts from reporting to VPAA to VPSS (not all duties shift)	No issues; transfer conference and notification for supervisor and location changes
Under Dean of Student Life - Admin Assistant III - Change of hours PT to FT – under Dean of Student Life	CSEA must approve the increase; this would be done after COTW approval; must use form and local approval
Dean of Admission & Records reclassification change to Dean of Enrollment Services	Potentially approved through reorganization or reclassification process; if getting differential that would strengthen reclass.
Student Financial Services shifts from reporting to VPSS to Dean of Enrollment Services	Could do now and pay Mark differential (recommended)
High School Programs/CREST shifts from reporting to VPSS to Dean of Enrollment Services	No issue
College Receptionist shifts from reporting to Academic Affairs (DOI) to Dean of Enrollment Services	Transfer process - conference and notification memo for supervisor or location changes for classified staff
New position – Director of Disability Resource Center	Open recruitment
Umoja oversight shifts from Dean of Grants & Student Equity Initiatives to Dean of Student Services	If classified staff involved, conference and notification memo for supervisor or location changes for classified staff
EOPS/CARE shifts from Dean of Student Services to Dean of Grants & Student Equity Initiatives	Transfer process – conference and notification memo for supervisor or location changes for classified staff
EOPS/CARE Counselor reports to Dean of Student Services (no change)	No issue

Page 5: Business Services

Personnel Change	HRER Considerations
New position - Director of Administrative Services – formerly Technology Manager	JD needs to be created and approved; Open recruitment
Accounting Services Clerk – shifts from reporting to Interim Director of Facilities to Director of Administrative Services	Transfer process – conference and notification memo for supervisor or location changes for classified staff

College Safety & Emergency Planning Coordinator – shifts from Interim Director of Facilities to VPBS	Transfer process – conference and notification memo for supervisor or location changes for classified staff
Cashier's Office – shifts from student services to business services	Transfer process – conference and notification memo for supervisor or location changes for classified staff
College Resource Center – shifts from academic affairs to business services	Transfer process – conference and notification memo for supervisor or location changes for classified staff

Page 6: Strategic Development

Personnel Change	HRER Considerations
Dean of Instruction, CTE Programs & Grants – shifts from Academic Affairs to new Strategic Development area	Follow interim appointments rules per Title 5 (see prior page); If employee doing higher level work, must be paid to do so; Board will not approve a layoff; Non-contract renewal only done for cause.
Area of Strategic Development with Interim Vice President (<i>new position</i>)	See above
Associate Dean Grants Admin & Dev – shifts from Academic Affairs to new Strategic Development area	No change if working under same job description; on current org chart, Associate Dean CTE/Project Director NSF; JD needs to be created and approved; If substantial change in duties, gradual increase of duties than no open recruitment. Meet with Susan before goes for JD approval to see if substantial. Transfer process – conference and notification memo for supervisor or location changes for classified staff
Dean of Community Partnerships & Workforce Development – shifts from Academic Affairs to new Strategic Development area	No change if working under same job description; If substantial change in duties, meet with Susan to see if substantial Transfer process – conference and notification memo for supervisor or location changes for classified staff
New Marketing & Outreach area under Strategic Development	Transfer process – conference and notification memo for supervisor or location changes for classified staff
Outreach Coordination – See note of Outreach Specialists in other areas to meet regularly under direction of Regional Strong Workforce Marketing Director to coordinate work	No change
Various new areas moved into the new area of Strategic Development without staff attached	No issues
District Public Information Officer	Dotted box for all district employees.

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 we 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.

Date	Meeting	Notes
Tuesday, April 24 2:00-4:00pm CSS-217	Associated Students Norco College	The President and VPSS attended the Student Senate and discussed the institutional reorganization ideas/plan. Senators asked questions and contributed suggestions for improvements.
Wednesday, April 25 1:30-3:00pm ST-107	Student Services Planning Council (SSPC) *Make recommendation to ISPC	<p>Recommendation to ISPC to approve the reorganization. Voting outcome 11 yes, 4 no, 1 abstention. Concerns noted:</p> <ul style="list-style-type: none"> • Not opposed to the reorganization but concerned with approving a version that may change; • Concerned about adding another area making the organization more top heavy; • Concerned about support for classified staff and adding more work
Wednesday, April 25 2:30-3:30pm – ST203	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.
Wednesday, May 2 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC)	Meeting Cancelled
Monday, May 7 1:30-3:30pm ST-107	Academic Senate *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Voting outcome: unanimous
Tuesday, May 8 11:15am-12:45pm ST-107 <i>*rescheduled from April 3</i>	Business & Facilities Planning Council (BFPC) *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization.
Wednesday, May 9 1:30-3:30pm ST-107	Management Meeting *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Voting outcome: unanimous
Friday, May 11 9:00am – 12:00pm ST-107	Academic Planning Council (APC) *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Voting outcome: unanimous
Monday, May 14 12:00-1:30pm CSS-219	President's Advisory Board *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Voting outcome: unanimous
Tuesday, May 15 2:00-4:00pm CSS217	Associated Students Norco College *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Voting outcome: unanimous

Date	Meeting	Notes
Wednesday, May 16 10:30-11:30am CSS-219	Classified Senate *Make recommendation to ISPC	Recommendation to ISPC to approve the reorganization. Over 30 employees attended the meeting. Voting outcome: unanimous
Wednesday, May 16, 1:00-3:00pm ST-107	Institutional Strategic Planning Council (ISPC) *Make recommendation to COTW/President Reece	
Thursday, May 17 12:50-1:50pm CSS-217	Committee of the Whole (COTW) *Make final recommendation to President Reece	
Friday, June 1 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 5/16/18		

We Are Finalizing 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 Principles 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”.

YES/NO Vote to Recommend Approval

	By Constituent Group:	
1. SSPC	04/25/2018	YES 11 yes/4 no
2. Academic Senate	05/07/2018	YES unanimous
3. BFPC	05/08/2018	YES 9 yes/1 no
4. Management	05/09/2018	YES unanimous
5. APC	05/11/2018	YES unanimous
6. President's Advisory	05/14/2018	YES unanimous
7. ASNC	05/15/2018	YES unanimous
8. Classified Senate	05/16/2018	YES unanimous
9. ISPC	05/16/2018	PENDING
10. COTW College-wide Vote	05/17/2018	PENDING
11. DSPC	05/18/2018	INFO ONLY
12. Chancellor's Cabinet	06/04/2018	INFO ONLY
13. RCCD Board of Trustees	06/12/2018	INFO ONLY
Potential Implementation	07/01/2018	

Position Needed Immediately Upon Adoption

Note: The funding sources have been determined for all of the below positions, and the intent is to post and hire all positions immediately upon ratification.

Academic Affairs

- New Hire: FT Instructional Development Specialist. New Hire: FT Administrative Assistant III (for Dean of Instruction SBSS and SA&H).

Student Services

- Increase: 50% A&R Operations Assistant to 100% (for Admissions and Records).
- Increase: 50% Administrative Assistant III to 100% (for Dean of Student Life).
- Reclassify: Dean of A&R to Dean of Enrollment Services, which reflects the addition of Financial Aid as a direct report to Dean of Enrollment Services.
- New Position: DRC Director.
- 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).
- ### Business Services
- JD Change: Director of Technology Services converted to Administrative Services Director, which will manage Financial Services and Technology.

Norco College
Bryan Reec, President

Student Services
Monica Green, Vice President

Student Life
Mark Hartley, Dean

Enrollment Services
DeAis, Mark, Dean (Reclass)

Student Services
Tenisha James, Interim Dean

Special Funded Programs
Daniela McCarson, Dean

Grants & Student Equity
Gustavo Ocegueda, Dean

Academic Affairs
Samuel Lee, Interim Vice President

Library & Learning Resources
Damon Nance, Dean

School of Social and Behavioral Studies
Marshall Fulbright, Dean of Instruction

School of Arts & Humanities
Marshall Fulbright, Dean of Instruction

School of STEM
Jason Parks, Dean of Instruction

School of Business & Management
Jason Parks, Dean of Instruction

Institutional Effectiveness
Greg Aycock, Dean

Business Services
James Reeves, Interim Vice President

Facilities, Grounds & Maintenance
Javier Sierra, Interim Director of Facilities

College Police
Richard Henry, Sergeant/Supervisor,

Food Services
Odili Barrios, Asst. Manager, Food Services

Administrative Services
Recruitment in Process, Director
(Replacement/Reclass)

RCCD Human Resources
Susan Boling, Human Resources Liaison

Bookstore

Strategic Development
Vacant, Interim Vice President
Kevin Fleming, Dean of Instruction
(Differential)

Community Partnerships & Workforce Development
Debra Mustain, Dean

Grants Administration & Development
Colleen Molko, Associate Dean (ID Change)

Marketing & Outreach
Debra Mustain, Dean

Strategic Initiatives & Partnerships

RCCD Collaboration
Legislative Affairs
Grants Office
Foundation
Strategic Communications & Institutional Advancement

Student Services

Monica Greer, Vice President

Tanya Wilson, Assistant IV

Including: Completion, Innovative & Guided Pathways

Student Life

Mark Hartley, Dean
Angel Lizardi, Admin. Assistant III (PT to FT)
Including: ASNC, Athletic Director, Student Conduct, Student Employment/Ambassadors, CARE Network

Student Activities

Edwin Romero, Coordinator of Student Activities

Associated Students Norco College

Competitive Athletics

Kaytlyn Contreras, Head Athletic Trainer (Short Term Position)

Career Center

David Schlanger, Career Center Director

Student Employment

Carmen Parra, Student Employment Personnel Specialist

Health Services

Lisa McAllister Director, Health Services
Monique Rodriguez, Medical Office Receptionist (PT)
Recruitment in Process, College Nurse (PT)

Enrollment Services

Mark DeAsis, Dean (Reclass)
Cecilia Ramirez, Admin Assistant III
Including: Enrollment Management A&R, Concurrent Enrollment

A&R Operations

Alex Zuniga, Application Support Tech
Lauren Agamonte, A&R Operations Assistant
Rochelle Cook, A&R Operations Assistant (PT to FT)
Sharon Sanders, A&R Operations Assistant
Cassandra Spinks-Gilbert, Student Services Specialist (PT)
Shazna Uduman, Student Services Specialist
Vanessa Acosta, Student Services Specialist

Evaluations

Janelle Brekke, Academic Evaluations Specialist
Jeanne Darnell-Wallace, Academic Evaluations Specialist
Pamela Kollar, Academic Evaluations Specialist

Student Financial Services

Maria Gonzalez, Director
Sheri Colaggi, 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)

High School Programs & CREST

Including: Dual Enrollment Initiative, JFK Middle College HS, CREST Grant
Maureen Sinclair, Director
Roxana Perez, Grants Administrative Specialist
Crystal Slininger, Outreach & Recruitment Services Specialist
Daniel Landin, Educational Advisor

College Reception

Angela Aguilar, College Receptionist-Eve
Recruitment in Process, College Receptionist-Day

Veteran's Resource Center

Lorenzo Harmon III, Director
Zachary Emory, Outreach and Recruitment Services Specialist
Eric Betancourt, Veterans Services Specialist

Student Services

Tenisha James, Interim Dean
Monica Esparzo, Admin Assistant III
Including: Counseling/Counseling IOI (FT/PT), Student Success and Support Program

Counseling

School of Arts & Humanities
John Moore, Counselor (Chair, GUJ)
Jethro Midgett, Counselor (Career Center)
School of Social & Behavioral Studies
Maria Jurado, Counselor (Puente)
Lisa Martin, Counselor (CCAP)
School of Business & Management
Marissa Illiscapidez, Counselor (Honors)
David Payan, Counselor

School of STEM

Erin Spaurbeck, Counselor (JFK)
Ladyllyn Dominguez, Counselor (BSI)
Nicholas Franco, Counselor (Articulation)
Amy Kramer, Counselor (EOPS/CARE)

Cynthia Acosta, Counseling Clerk III (Instructional Development Specialist-Differential)
Patti Brusca, SSSP Assistant
Monica Huizar, Educational Advisor
Daniel Grajeda, Counseling Clerk II
Gilberto Deleon, Counseling Clerk II
Cassandra Flores, Counseling Clerk II (Career Center)

Recruitment in Process, Counseling Clerk II
Recruitment in Process, Educational Advisors
Recruitment in Process, Educational Advisors

Disability Resource Center

Vacant, Director
Kimberly Bell, DSPS Counselor/LD Specialist
Katie Arnhart, Senior Interpreter (PT)
Leona Crawford, Disability Specialist
Matthew Allen, Disability Tech Specialist
Michael Lopez, Support Services Specialist Aide

Transfer Center

Natalie Aceves, Educational Advisor

Puente

Maria Jurado, Counselor (Puente)

Umoja

Anita Bailey, Student Success Coach
Recruitment in Process, Couns Coord (Umoja)

Assessment and Placement

Lilia Garcia, Placement Coordinator
Stephanie Olguin, Learning Center Assistant (PT-ESA Differential)
Recruitment in Process, Enrollment Services Assistant (PT)

Special Funded Programs

Daniela McCarron, Dean
Gabriela Cortez, Admin Assistant II
Including: CalWORKS, Summer Advantage

TRIO Upward Bound

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

CalWORKS

Summer Advantage

Adriana Catalan, Outreach Specialist

TRIO SSS/RISE

Hortencia Cuevas, Program Director
Recruitment in Process, Student Success Coach
Recruitment in Process, Grants Admin Specialist (PT)

Adult Ed Block Grant Advisement

Rosalina Hernandez, Educational Advisor (AEBG) (PT)

Grants & Student Equity Initiatives

Gustavo Ocaquera, Dean
Bernice Delgado, Grants Admin Specialist
Including: EOPS/CARE Director, Foster Youth, Integrated Plan (SSSP, BSI, Equity), First Year Experience, Unity Zone

EOPS/CARE

Tabitha Johnson, Admin Assistant II
Steven Gonzalez, Educational Advisor

Title V Transfer Pathways

Student Equity & Foster Youth

Justin Mendez, Student Success Coach

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

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 UB
Vivian Harris UB

Learning Resource Center
Alberto Jimenez, Director
Including: Basic Skills Student Outcomes Transformation (BSSOT)
Arezo 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 Stejnbous, Tutorial Services Clerk

School of Social & Behavioral Studies
Marshall Fulbright, Dean of Instruction
Faculty: 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)
Wendi 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)
Wendi 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 Spurbeck GUI
Kimberly Bell GUI DSPS Counselor/LD Specialist
Amy Kramer GUI
David Pagan 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
Faculty: 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
Araceli 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 MIS (Lead Title V Music Industries)
Walter (Buck) Stevens THE
Communication Studies, ESL, Library, Reading
Ana-Marie Olears, Asst Chair
Yolanda Stanley, Instr Dept Specialist
Faculty: Ana Marie Olears COM (Honors Coordinator)
Janice Muto COM
Mark Lewis COM
Margarita Shirlinian ESL
Celia Brockenbrough LIB
Vivian Harris LIB
Mitzi Sloniger 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 Miter 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
Faculty: Admin Assistant III (50%)
Vacant, Instructional Dept Specialist
Including: STEM Grant Acad Prog & Center, Perkins (Academic)
Counselors: Erin Spurbeck, 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
Elisa Chung MAT
Janet Freewing 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
Phu Tran, Chair
Susan Lafferty, Instructional Dept Specialist
Faculty: Charles Sternberg AMY
Peggy Compa AMY (Academic Senate President)
Barbara Moore BIO
Monica Gutierrez BIO (CTA FT Representative)
Teresa Friedrich Fimern BIO
Jody Tyler CHE
Stanley Tyler CHE
Virgil Lee CHE
Starlene Justice GEG
Timothy Wallstrom HES
Beverly Wimer KIN
Suzanne Witmer 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
Recruitment in Progress, Student Success Coach, STEM Specialist
Recruitment in Progress, Grants Admin Specialist

School of Business & Management
Jason Parks, Dean of Instruction
Faculty: Admin Asst III (50%)
Christina Fierro-Nishkian, Admin Asst I (PT)
Including: Enrollment Management, Strong Workforce Regional Consortium
Counselors: Marissa Iliscapidez, David Pagan

Department of Business, Engineering, & Information Technology
Accounting, Business Administration, Business Marketing, Management, Real Estate Management, Work Experience
Patty Worsham BUS, Chair
Wendi Alcazar, Instructional Department Specialist
Faculty: Patricia Worsham BUS
Gail Zwart BUS
Rex Beck BUS
Thomas Wagner BUS (IDE 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
Gail Zwart BUS, Chair
Susan Lafferty, Instructional Department Specialist
Faculty: Catherine Brotherton CIS
John Coverdale CIS
Judy Perry CIS
James Thomas CON
Glen Graham ELE
Jerry Sommerville BNE
Paul Van Hulle MAN
James Finley GAM

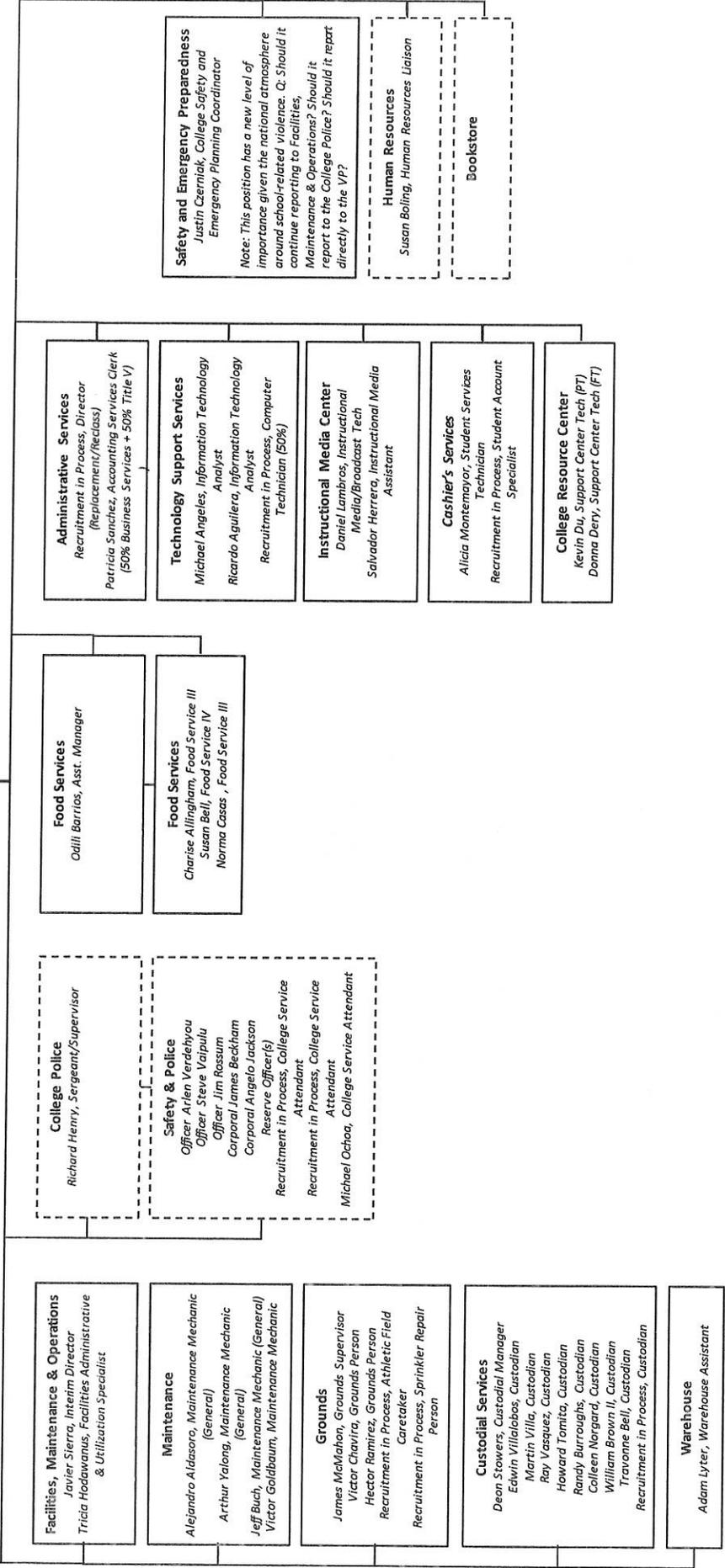
Computer Information Systems Lab
Gail Zwart, Coordinator

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 Gundersen, Institutional Research Specialist
Brandon Owashi, Institutional Research Specialist
Caitlin Welch, Institutional Research Specialist

Business Services

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



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

Community Partnerships & Workforce Development
Debra Mustain, Dean
Rachel Rodriguez, Grants Admin Specialist
 Including: Strong Workforce, Noncredit & Community Education, Proposition 39

Accelerated Career Education (ACE)
Recruitment in Process, Project Coordinator, TAAACCT Grant
Sylvia Livingston, ACE Program Employment Placement Coordinator
Derek Sy, Outreach & Recruitment Specialist
Azadeh Iglesias, Student Success Coach
Ruth Jones, Student Success Coach

Apprenticeship Programs
Charles Henkels, Apprenticeship Director, CTE

Grants Administration & Development
Colleen Molko, Associate Dean (JD Change)
Desiree Wagner, Grants Administrative Specialist
 Including: Perkins

Government Grants Development

Foundation/Private Grants Development

Grants Administration Specialist
Recruitment in Process, Grants Admin Specialist
 *NOTE: All grants administration specialists will continue reporting to their current managers; however, they will meet on a regular basis under this area to coordinate their work, support each other, develop common practices, grow through professional development, etc.

National Center For Supply Chain Automation
Colleen Molko, Project Director
Desiree Wagner, Grants Admin Specialist

Marketing & Outreach Partnerships & Workforce Development
Debra Mustain, Dean Community Partnerships & Workforce Development
 (Temporary Assignment)

Regional Strong Workforce Marketing
Ashley Etchison, Director Recruitment in Process, Grants Administrative Specialist

Marketing
Ruth Lead, Instructional Production Specialist
Jennifer Krutsch, Media & Marketing Tech Specialist

Outreach Coordination
 *NOTE: All outreach specialist will continue reporting to their current managers; however, they will meet on a regular basis under this area to coordinate their work, support each other, develop common practices, grow through professional development, etc.
 NOTE: *Outreach specialists reporting to various areas on campus include: Crystal Stinger, Outreach & Recruitment Services Specialist; Zachary Emery, Outreach and Recruitment Services Specialist; Adriana Caabn, 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

Communications
Diana Meza, Public Information Officer (RCCD)

Strategic Initiatives & Partnerships

- Veterans Initiatives Resource Development
Early Childhood Educ. Center
- Inmate Initiatives Resource Development
- Photonics Initiative Resource Development
- High School Partnerships Resource Development
Dual Enrollment South Corona Location
- Completion Initiative/Guided Pathways Resource Development
- Workforce Training Center
NC Alumni
- Business and Industry Nonprofits & Community Based Organizations

RCCD Collaboration

RCCD Legislative Affairs
Vacant, Director

RCCD Grants Office
Richard Keeler, Executive Dean

RCCD Foundation
Laura Wilson, Director

RCCD Strategic Communications & Institutional Advancement
Peggy Cartwright, Director

General Obligation Bond
 *NOTE: This will be run through the District, but we will need to take the lead on communicating with voters in our region

NC Reorganization

Instructions: Please sign in at COTW before casting your ballot.

Regarding the proposed reorganization for Norco College . . .

I vote YES.

I recommend that Norco College proceed with implementing the reorganization.

I vote NO.

I do not recommend that Norco College proceed with implementing the reorganization.

Optional Comments

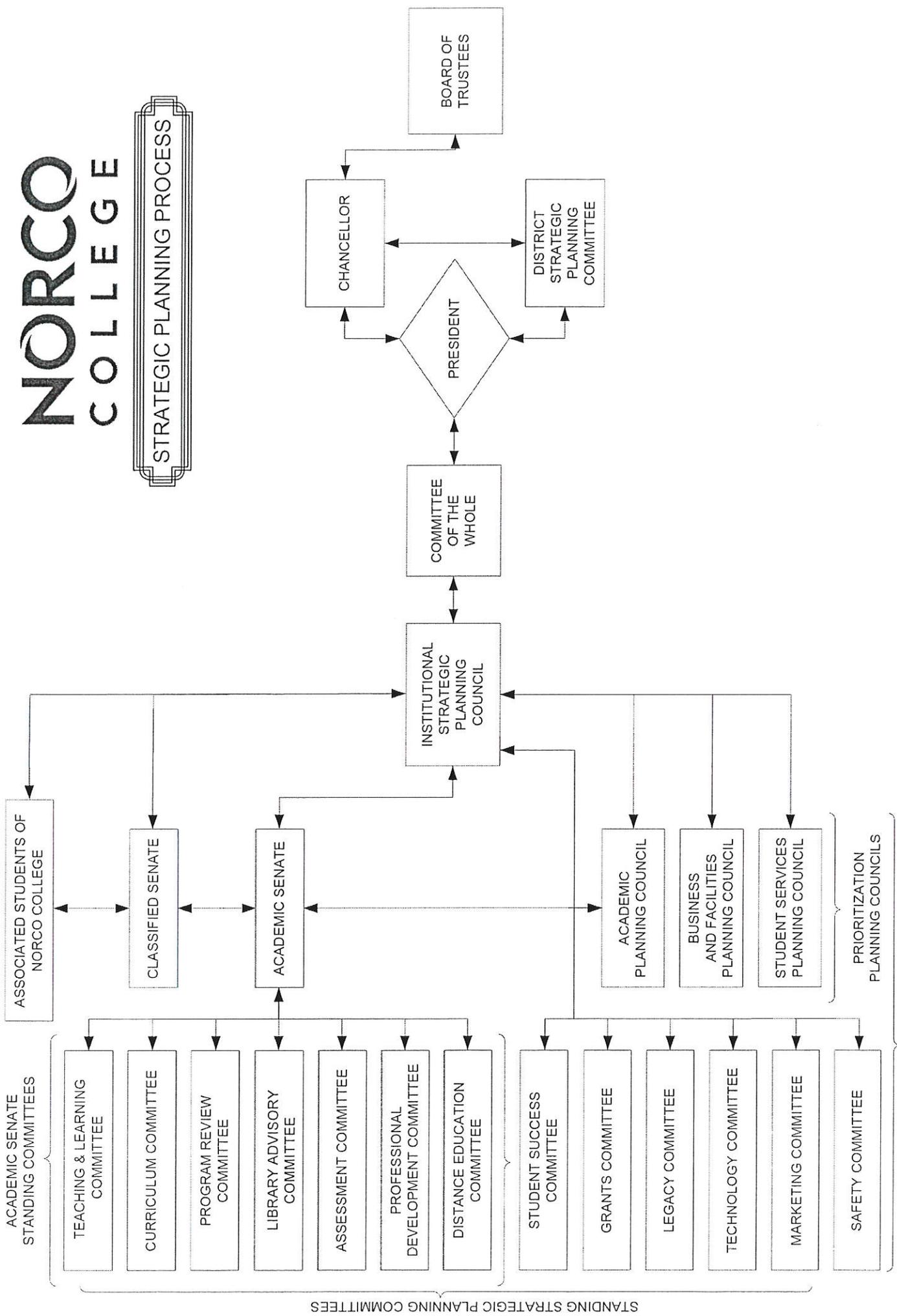
1. I support this reorganization because . . .

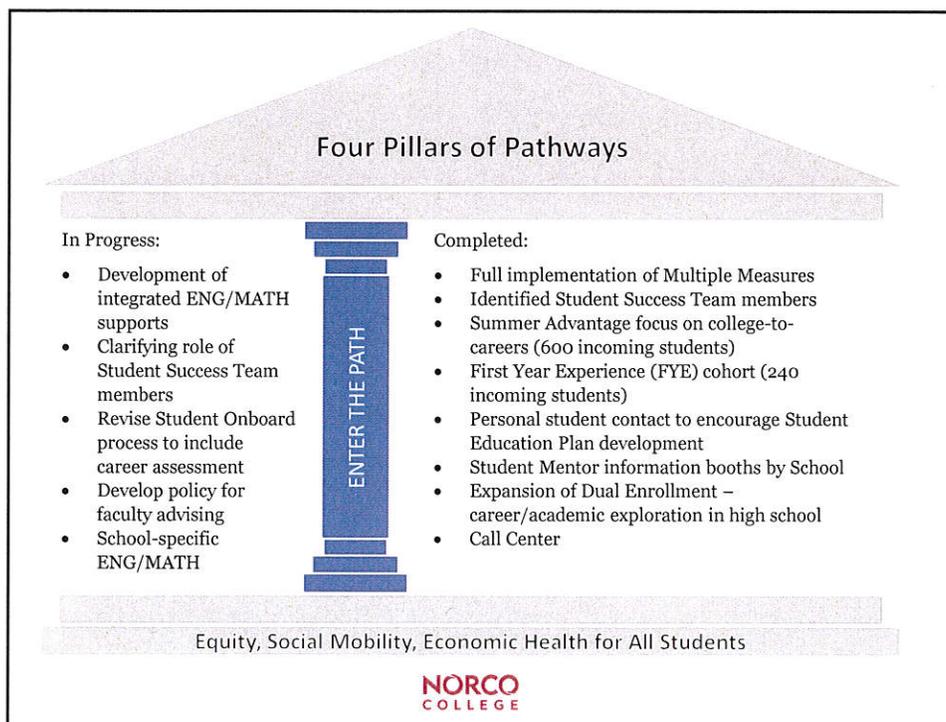
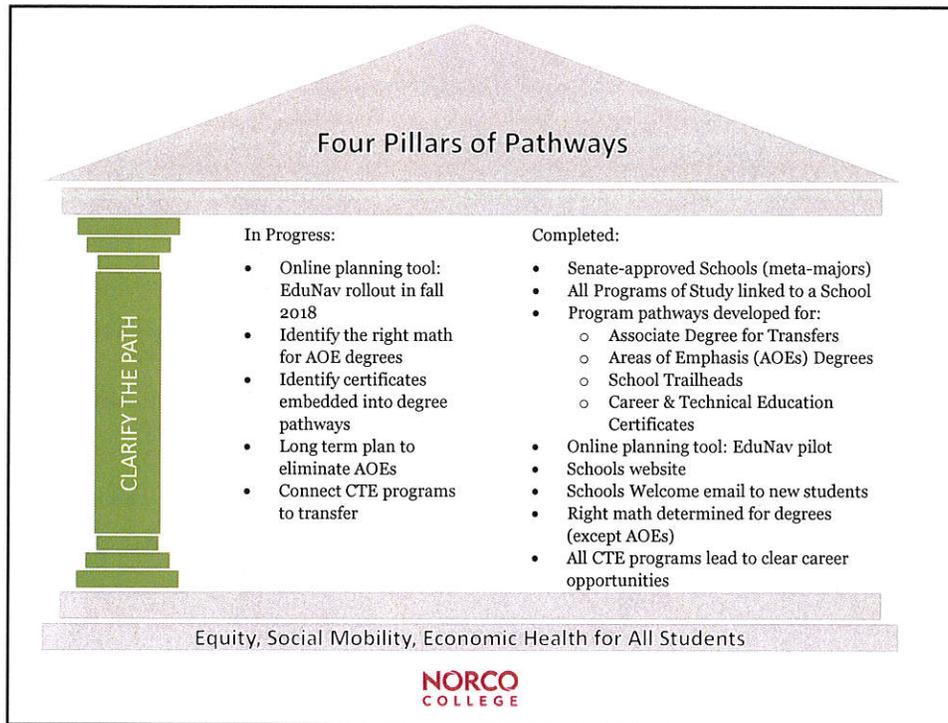
2. I vote "yes" for the reorg, but I have the following concerns . . .

3. I decided to vote "no" because . . .

NORCO COLLEGE

STRATEGIC PLANNING PROCESS





Four Pillars of Pathways

In Progress:

- Multi-term registration
- Development of School locations for team engagement
- Clarifying role of Student Success Team members
- Implement student progress tracking system
- Develop districtwide policy for faculty advising
- Implement recommendations of external assessment for advising/coaching
- Online counseling for all students

Completed:

- Identified Student Success Team members
- External assessment of advising/coaching capacity
- More evening counseling hours/workshops
- School information sessions
- In-class counseling for gateway courses
- Introduced faculty advising

Equity, Social Mobility, Economic Health for All Students

NORCO
COLLEGE

Four Pillars of Pathways

In Progress:

- Program SLOs development (connection with career competencies)
- Contextualized general education courses (supporting pathways within Schools)
- Embedding of equity pedagogy in courses
- Development of Successful Student Pathways around milestones that include competencies and co-curricular learning activities
- Professional Development plan to support a guided pathways institution
- Meta-major learning competencies

Completed:

- Norco team participating in Leading from the Middle – goal to develop a professional development plan to support guided pathways
- Contextualized learning by School
- Equity-minded pedagogy training for faculty

Equity, Social Mobility, Economic Health for All Students

NORCO
COLLEGE