

**Institutional Strategic Planning Council**  
**December 4, 2019**  
**CSS-217 (1:00-3:00pm)**  
**Minutes**

Members Present: Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Quinton Bemiller, Celia Brockenbrough, Michael Collins, Leona Crawford, Monica Esparza, Monica Green (Administrative Co-Chair), Ruth Leal (Staff Co-Chair), Sam Lee, Virgil Lee, Mark Lewis, Arezoo Marashi, David Mills, Chris Poole

Members Absent: Bryan Medina (ASNC Rep.), Barbara Moore

Guests Present: Araceli Covarrubias, Janet Frewing, Damon Nance

Call to Order: 1:05pm

Motion to move item IIB to the top of the agenda.

MSC (Anderson/Lewis)

Approved.

**Approval of Minutes:**

Approval of Minutes for November 20, 2019

MSC (Aycock/Anderson)

Corrections: None

Approved. No Abstentions

**Tri-Chair Report**

The next ISPC Workday is scheduled for Thursday, February 13 9am-3pm the agenda will include: 1) Integration of program review, resource request procedures, and strategic planning cycle and timeline; 2) Define roles/responsibilities of councils, committees, and workgroups; 3) Revision of Strategic Planning Process. Special projects for faculty will be processed as needed.

**I. Action Item:**

- A. Technology Plan 2019-2025 (2<sup>nd</sup> read)  
MSC (Lee/Lewis) to approve the Technology Plan 2019-2025  
Motion amended to approve via electronic vote Monday (Dec. 9)  
Council members discussed at length the amount of time members had to review recommended changes before voting.

- B. List-Serve Proposal (1<sup>st</sup> read)

Kevin Fleming shared an updated proposal highlighting the changes made from feedback from a previous meeting.

Item 2 Non-constituency lists cannot be opt-out of or opt-ed into.

Item 7 Add NC-Staff

Item 9 Schools and Dept. acronyms updated per recommendations

Last sentence: Added in feedback loop for assessment after pilot.

Please provide any additional feedback to Kevin Fleming by February 10.

C. Prioritization Lists

Motion to approve the process and accept the work of the prioritization committees

Motion amended to accept the prioritization lists as presented.

MSC (Lee/Mills)

Melissa presented the prioritization lists for faculty replacements and new hires from APC. Council members commented on the process and encouraged the use of data to have initial prioritization followed by more nuanced discussion. Discussions for implementing this approach is in the works.

The question was raised about the role of ISPC in review of the rubrics. The role of IPSC is to review for alignment to strategic goals, logical format, etc.

The council administrative co-chairs from AAPC, BFPC, and SSPC described the process for ranking their proposed prioritization lists.

Technology Committee Staff Co-Chair described the ranking process.

Strategic Development submitted their ranked items however they were not included in the handouts for this meeting, Kevin Fleming described the department process as transparent and inclusive in the absence of a formal council and rubric.

Lists for the Technology Committee and Strategic Development will be added as an addendum to the minutes.

The suggestion was made to post lists to the website.

Approved. 1 Abstention

D. Resource Request Procedure (1<sup>st</sup> read) (Sam Lee)

Sam reviewed the changes made from the discussion as the last IPSC meeting. Council members discussed concerns with Section 2. There was a suggestion to generalize and bring forward item 1 and 2 to ISPC for consideration and consultation. The plan is to bring the document to ISPC for refinement each year. Section 2 needs to be added into the timeline graphic, there will be further discussion on refining this section in executive cabinet for the second read. This item will be added to the ISPC Workday for further discussion and action. Feedback should be directed to Sam Lee by January 30.

## **II. Committee Reports**

The following committee report was received and accepted:

A. Academic Senate Report

## **III. Discussion Items:**

A. Accreditation Team Visit - March 2-5, 2020

In order to give this item the time and attention it requires, Kris Anderson proposed adding a review of the expectations of ISPC for the upcoming accreditation visit to the February

13 Workday. Kris asked the council to become familiar with Standard IVA and review the ISER before February 13.

The chairs noted to include new faculty members to ISPC in the February 13 workday. These tasks will be included in the homework for the ISPC Workday.

B. Annual Evaluation Report (Greg Aycock)

Greg shared the Annual Evaluation Report with the council reminding members that this is a compilation of the evidence of our procedures and that our evaluation and planning structure were completed.

In terms of accreditation, this is the document to point to that confirms that we are completing our evaluation cycle. It is also a tool for ISPC and college planning councils to evaluate the effectiveness of our planning and decision making process and evaluate the procedure themselves.

The two questions to keep in mind when thinking about this document, 1) what part of the planning process is that procedure evaluating and did we get the feedback needed to evaluate effectively. We had a low response rate in several areas, this is something we need to consider for the future. Greg informed council members on where to find historical data on the website if member wish to go more in depth. Greg outlined positive and negative themes and council members discussed additional instruments to address the issue of response rate and potential survey fatigue. Recommended to make changes to these procedures as our planning model changes, consider how we assess the effectiveness of the outcomes.

Academic Senate brought up the method for surveying, do people who are not in ISPC think ISPC are doing a good job? These are things we need to consider as we are building our new planning model.

**IV. Information Items:**

A. ISPC Membership

Council members received recommendations from the Senate for the composition of the faculty positions to ISPC. New faculty members will begin their terms in the spring. A request was made to forward the names of the new members for meeting invitations.

B. Norco College 2019-2020 Guided Pathways Update (Melissa Bader)

Melissa presented on the Guided Pathways Framework that we have been implementing. The presentation included a review of the four pillars of Guided Pathways, activities within each pillar, individualized success plans and the accompany data, student success benchmarks, checklist project, community of practice and professional development projects. Melissa shared the six factors of success and next steps.

C. Revised EMP Updates

Monica Green shared a summary of the two changes made after the DSPC meeting on November 22. One was a correction and the other was a modification made to the language of the photonics section. The changes were presented to the council in handouts. The

EMP was presented to the Board of Trustees committee on December 3. Trustees shared concerns about references to a photonics center.

The committee discussed at length whether modifications to the plan can be made without bringing it back through the college process. The suggestion was made to consult with STEM faculty on the modifications. Council members agreed that the modifications can be entrusted to STEM faculty and executive cabinet and that the spirit of the EMP is still present in the document.

D. General Obligation Bond Measure

The District approved moving forward with a general obligation bond in the spring. Information was shared on the guidelines the work RCCD employees can legally do on and off the clock. Council members talked about addressing concerns the community may have with distribution of funds. Monica reminded council members that the previous bond helped to leverage state funding that built the Norco College we have today. Concerns were shared about the community connection with the District as a whole and the need to repair the relationships. As a college we cannot go out for a bond, and we are relying on the District to bring it forward. The college stands to benefit greatly from the passage of the bond.

**V. Good of the order**

- Farewell from Mark Lewis as this is final ISPC meeting.

Meeting adjourned: 3:21pm

Next meeting: February 19, 2019

Minutes submitted by Denise Terrazas

2019-2025

# Norco College Technology Plan



Norco College Technology Committee

# CONTENTS

---

- Governance ..... 2
  - Technology Committee..... 2
  - Purpose ..... 2
  - Membership..... 2
- Technology Principles and Guidelines. .... 3
- Technology Infrastructure and Equipment Plan ..... 5
- Technology Map .....6
- Program Review Technology Requests Process ..... 7
- Strategic Goals ..... 13
  - 1. Provide Technology Training and Support..... 13
  - 2. Support Instruction and Learning through technology ..... 13
  - 3. Measure and Respond to Technology Needs ..... 13
  - 4. Maintain an Integrated Technology Plan..... 13
  - 5. Develop Technology Budget Priorities ..... 13
- 2019-2025 Strategic Objectives Table ..... 14
- Additional Governance and Committees ..... 15
  - Information Technology Strategy Council (ITSC). .... 15
  - Standard III.C Committee..... 15

# Technology Plan 2019-2025

---

## GOVERNANCE, TECHNOLOGY RESOURCES, AND PLANNING PROCESS

The Norco College Technology Committee is the shared governance committee that engages in discussions regarding all college technology matters. Its membership, decision-making process, scope and other items are defined in the *Technology Committee Role & Responsibilities* and the *Norco College Technology Principles and Guidelines*. The committee keeps abreast of technology needs and is responsible for creating, maintaining, and updating the Technology Plan, which it reviews annually and makes appropriate changes as needed, technology principles, guidelines, and procedures, as well as prioritizing allocation of technology resources.

### Purpose Statement

The Norco College Technology Committee provides recommendations for the strategic direction, implementation, and sustainability of technology resources throughout the college used to support student learning programs and services and improve institutional effectiveness consistent with the college's mission.

### Meeting Dates and Time

The Technology Committee meets on the third Thursday of the month during college hour during the fall and spring semesters (except in November when it meets on the second Thursday due to the Thanksgiving Holiday).

### Membership

The membership of the Technology Committee shall consist of seven faculty members as appointed by the Academic Senate, seven classified professional members as appointed by the California Schools Employees Association, two students appointed the Associated Students of Norco College, and two administrators appointed by the President's Cabinet. The Technology Committee has a classified professional co-chair appointed by CSEA and an administrative co-chair (non-voting unless to break a tie) appointed by the President's Cabinet and may opt to add a faculty co-chair appointed by the Academic Senate. The co-chairs must be members of the Technology Committee in order to serve.

Changes in composition must be in equal ratio (classified professional/faculty and student/administrator) and approved by the two-thirds majority of the Technology Committee.

### Committee Charge

1. Provide campus-wide technology plans, principles, guidelines, and procedures.
2. Determine and monitor campus software and hardware standards and inventory.
3. Prioritizes the allocation of technology resources.
4. Review all significant technology projects.
5. Recommend, monitor, and assess procedures for obtaining technology services.
6. Provide communication to the college community about district/college technology resources.

7. Assess how technology resources support institutional goals and improve student success, access, and equity.
8. Assess how technology support meets the needs of learning, teaching, college-wide communications, research, and operational systems.
9. Assure that technology planning is integrated with institutional planning.

## Resource Allocation and Planning Process

The Technology Committee evaluates requests for resource allocation based on the initial as well as the operating costs of a technology item, how well the item fits the needs of the unit and the college, how fully it meets industry standards, and how competitive it is in the educational marketplace. This is the technology Total Cost of Ownership model outlined in the Technology Principles and Guidelines, which is aligned to the college's mission and strategic plan.

All technology requests from program review are submitted to the Technology Committee for review, recommendations, and prioritization. After recommendations and prioritizations are approved by the Committee, the prioritization lists are submitted to the college's main strategic planning council for consideration of acceptance before being forwarded to the President's Office. Items may be funded depending on budget, instructional equipment monies from the state, and/or grant funding.

The Norco College Technology Committee identifies and measures the college's technology needs and resources through program reviews, the Refresh Plan from the Technology Principles and Guidelines, and the annual technology surveys. The Technology Committee systematically plans for the replacement of technology infrastructure and equipment in alignment with the college's educational master plan and strategic plan which is focused on student learning, access, success, and equity.

## TECHNOLOGY PRINCIPLES AND GUIDELINES

### I. PRINCIPLE STATEMENT

Norco College is committed to managing its technology resources in an organized, deliberative, and cost-effective manner.

### II. TECHNOLOGY GUIDELINES

Technology hardware and software are essential to the delivery of information in today's colleges and to the efficient management of those institutions. The Technology Plan calls for a systematic plan to maintain, upgrade, or replace technology or equipment to meet institutional needs. This process attaches funding to the planning of technology needs towards a Total Cost of Ownership model that includes redundancy and replacement funding.

Technology Total Cost of Ownership (TCO) is a structured approach to calculating the full costs associated with buying and using a technology asset or acquisition over its entire life cycle. Technology TCO takes the purchase cost of an item into account, hardware and software, but also considers infrastructure, installation, maintenance, repairs, training, and support as well as the future replacement of the item.

Typically, the term "technology" implies any device containing or operated by a computer chip. It is equipment, both hardware and software, targeted at directly or indirectly facilitating academic

purposes and whose primary action is powered by electronic means or whose function is to assist or complement devices that can be described in the aforementioned fashion. This guideline applies to the following resources of the College, but is not necessarily limited to:

- Computers and computer peripherals (i.e. printers, scanners, docking stations)
- Mobile phones
- Video Screens, Projection Screens, Interactive Displays and Digital Signage Systems
- Digital Video Players
- Computer Software and Applications
- Video Conferencing
- Fax Machines
- Internet, Wi-Fi, Servers, and Cloud Computing
- Mobile Applications
- Mobile Devices (i.e. tablets)
- Audio/Visual Equipment (i.e. projectors, sound system, public address system)
- Smart-boards
- Website
- Emergency Alert & Mass Notification System

### III. OWNERSHIP

All technology equipment purchased by Norco College is owned by Norco College and RCCD. Technology purchased with grant funds is owned by Norco College unless specifically stated otherwise by the granting agency. Technology equipment may be assigned to a department, faculty, or staff member while he/she is employed by the College. Technology equipment must be returned to the issuing department upon end or termination of employment with the college or district.

### IV. STANDARDIZATION OF TECHNOLOGY

Norco College's current standardization of computer hardware purchases consists of a hardware platform for Macintosh and one for Windows systems. The College has standardized on Dell and Lenovo computers for the Windows platform and Apple computers for the Mac OS platform.

Audio Visual technology is standardized on using Extron and Creston control systems in classrooms and other spaces. NEC, Hitachi, or Panasonic Laser Lamp-less projects are the A/V standard.

### V. TECHNOLOGY LIFECYCLE

The lifecycle for faculty and staff desktop workstations is four to five years. Student-facing academic use areas such as classrooms and lab computer/workstations are three to four years. Areas that require more contemporary technology may receive new computers more often than every three to four years. These lifecycles are to be established in consultation with Technology Support Services staff and identified on the inventory/replacement schedule. Unique situations may be accommodated but require approval from the department chair/dean and vice president.

Audio Visual technology lifecycles are based on the manufacturer's warranty period, which is five years on projectors and displays and three years for all control/switching systems. All audio systems are under a five year warranty cycle.

### VI. TECHNOLOGY REQUEST FORM

Requests for technology equipment, both hardware and software, may be submitted utilizing the Technology Request Form. The Technology Request Form must be sent to Technology Support Services and

Instructional Media staff for computer or audiovisual equipment or to the Instructional Technology Specialist for Instructional Software for evaluation/review of technical specifications and costs associated with the equipment in order to be completed. The form will then be forwarded by the technology departments to the Technology Committee for review and comments as well as inventory purposes.

Initial costs should take into consideration components, additional software/hardware in order for the item to work properly, potential installation (if necessary), and infrastructure.

Replacement funding for this technology equipment and/or recurring maintenance costs (if necessary) should be planned at the time of procurement. Costs for upgrades and training associated with upgrades should also be considered.

This process provides a path for the cyclical refurbishment of technology on campus. The Technology Request Form encompasses the initial as well as operating cost and determines if the technology fits the needs of the department as well as the institution in regards to industry standards and competition in the educational marketplace. This is the technology Total Cost of Ownership model.

The Technology Request Form will be reviewed annually by the Technology Committee with input from the technology departments for user satisfaction and effectiveness.

## VII. TECHNOLOGY-RELATED DECISIONS IN THE STRATEGIC PLANNING PROCESS

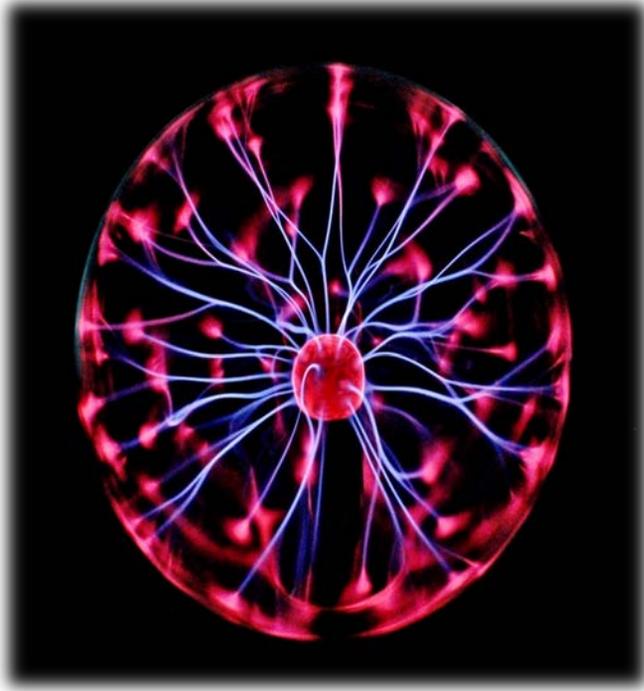
The Technology Committee is a standing Strategic Planning committee that provides recommendations for the strategic direction, implementation and sustainability of technology resources throughout the College used to support student learning programs and services and improve institutional effectiveness consistent with the College's mission. As such, all issues involving technology planning and resources are discussed and vetted by the Technology Committee membership during monthly meetings that are announced college wide and open to all college personnel, students and interested community members. All attendees are encouraged to offer input and participate in the discussion. Any Strategic Planning committee, including standing committees of the Academic Senate, can submit an item that is technology related to the Technology Committee for review. If deemed necessary, certain Technology Committee decisions that are approved and/or forwarded may be agendized as informational items on one of the three prioritization Planning Councils: Academic Planning Council; Business and Facilities Planning Council; or Student Services Planning Council. If deemed necessary, the item(s) may be agendized by the Institutional Strategic Planning Council and sent as a recommendation to the College President.

## REPLACEMENT OF TECHNOLOGY INFRASTRUCTURE AND EQUIPMENT

As part of the Norco College Technology Principles and Guidelines, Norco College systematically plans for the replacement of technology infrastructure and equipment utilizing the strategic planning process. The Technology Committee coordinates with the Technology Support Services and Instructional Media staff to plan for the replacement, reassignment, and evaluation of technology resources.

The table following shows the alignment of the Technology Strategic Goals with the Strategic Goals of Norco College. The technology goals and strategies can be found in their entirety in the Implementation Grid within the Technology Plan.

# NORCO COLLEGE



	Expand college access by increasing both headcount and full-time equivalent students (FTEs).	Implement Guided Pathways	Close all student equity gaps.	Implement PD around GP and equity framework; foster a culture of ongoing improvement.	Reduce working poverty and the skills gap.	Pursue, develop, and sustain collaborative partnerships.	Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.	Develop institutional effectiveness, integrated planning systems, and governance structures to support ongoing development and continuous improvement as we become a comprehensive.	Expand Norco College workforce to support a comprehensive college and develop/sustain an excellent workplace culture.	Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life and the arts.	Implement professional, intuitive, and technology-enhanced systems.	Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals.
Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy				X	X		X	X				
Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity	X	X	X	X								
Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes.									X		X	X
Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes.										X	X	X
Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership.								X				X

## VIII. TECHNOLOGY REFRESH PLAN

Technology plays a critical role in the College's educational mission and to sustain it the following replacement plan is recommended to ensure that computers and other technology on campus remains up-to-date.

- a. Standard Office Technology: This category includes all faculty and staff workstations, laptops, and tablets, printers, etc. The computers in this category will generally be configured to run office software, such as word processing and spreadsheets. It is recommended that all standard office technology be replaced every four(4) years.
- b. A/V Systems and Equipment: Items in this category include A/V projectors, Displays, Media Switching/Management Systems, large format displays, web conferencing, and audio, control, and lighting systems. The replacement lifecycle is between 3-5 years.
- c. Special use items: This category includes specialized equipment, such as large screen multimedia computers, internet servers, and switches, or other unique configurations. The replacement for these items will be evaluated on a case by case basis, with no standard replacement period, although a lifecycle between 3-5 years is expected.
- d. Replacements Out of Cycle: Faculty and staff workstation replacements before this four-year period are permissible, if either of the following conditions is met:
  - i. The workstation is out of warranty and repair is not feasible; or
  - ii. There is adequate justification that the workstation does not meet the requirements for the user's job.
- e. Requests for Replacements Out of Cycle: Requests for workstation replacements outside of the four-year refresh cycle must be submitted in writing utilizing the Technology Request Form. These requests should identify the workstation user, as well as the justification for the replacement.

## IX. STAGGERED REPLACEMENT

To ensure equitable balance between all areas of the College, allocation of technology resources is a representative and participatory process linked to the College's planning and budgeting process. Norco College maximizes grants and Perkins funding as well as the college budget to fund technology resources.

In order to control costs and minimize disruption to the College's operations, only a portion (approximately 25%) of the computer inventory is recommended to be refreshed every year. Equipment will be replaced based on age and program needs. As a result, the need to request new computer equipment will decrease unless there are programmatic or personnel changes.

- a. Age of the Equipment. The first criteria that will be considered are the age of the equipment. Under this criterion, replacement equipment is determined as a result of the annual inventory that identifies the oldest equipment on campus.
- b. Programmatic Needs. With regard to this criterion, technology resources, including technology refresh resources, are allocated based on priority needs. Needs are determined through the College's prioritization and ranking process which is part of the program review process, based on the programs, projects or initiatives correlation to the Technology Plan which is directly linked with the College's Strategic Plan, and classified as high, medium, or low priority.
  - i. High Priority. High priority initiatives are typically mission critical, required by code or law, essential to insure privacy, security and safety, or are driven by economic factors.
  - ii. Medium or Low Priority. Medium or low priority initiatives and programs are

prompted by the need to stay competitive, improve efficiency, add value, create opportunities, improve services, and respond to the demand for more services.

#### **X. REASSIGNMENT/DISPOSAL OF TECHNOLOGY EQUIPMENT BEING REPLACED**

When technology equipment is scheduled to be replaced or reassigned, the equipment in question must be returned to the Technology Support Services staff located at Norco College. The equipment cannot be passed from one user to the next without being formally reassigned.

Technology Support Services staff will evaluate returned technology equipment to determine its remaining life and appropriateness to be reassigned on campus and provide a report to the Technology Committee for possible reassignment. Technology equipment that does not meet reassignment standards will be disposed of in compliance with the RCCD Board Policy 6550 Disposal of Surplus Personal Property and any applicable grant regulations.

Technology equipment that is deemed appropriate for reassignment may be reassigned as requested on the Technology Request Form or based on the areas in need designated by the annual inventory list and lifecycles. Equipment in good working condition purchased with federal grant funds must first be offered to another federally funded grant program at the home campus, or the district. If the receiving department has no use for the equipment, then it can be reassigned to any department or staff member. Equipment in good working condition purchased with department funds must first be offered to be reassigned within said department prior to being reassigned to another department or staff member.

#### **XI. ANNUAL INVENTORY**

Technology Support Services and Instructional Media staff is responsible for maintaining custodial records of all inventoried technology equipment and related peripheral equipment on campus, including the person/department, location, and asset tag number to which the equipment has been assigned. Departments responsible for managing grant funds must also maintain a separate equipment inventory list which must be updated on an annual basis. Technology Support Services shall assist these departments with maintaining an inventory list for federal compliance purposes. Only staff from these departments may transfer technology equipment from one office to another. Technology equipment purchased with grant funds shall not be transferred to other locations without prior written approval from the grant manager. A software inventory list is provided and maintained by the Instructional Technology Specialist. All inventory information will be kept up-to-date and provided to the Technology Committee on an annual basis in fall and spring. This inventory is vital information for the Technology Use Model which helps plan for consistent updates, maintenance, replacement and purchases of all technology.

### **PROGRAM REVIEW TECHNOLOGY REQUESTS PROCESS**

The Technology Committee systematically plans for the replacement of technology and equipment. As part of this process, the Committee coordinates with the department/discipline to ensure that the technology meets the programmatic needs of the department/discipline, the Technology Support Services staff and Instructional Media staff to plan for replacement, reassignment, and evaluation of technology resources.

#### **XII. PROGRAM REVIEW REQUESTS FOR TECHNOLOGY COMMITTEE**

As part of program review/resource requests, the requestor completes the *Planning Council Program Review Requests for Technology Committee*, which provides data such as the asset tag number to determine age and lifecycle, programmatic needs questions, and total cost of ownership (which can be obtained by utilizing the Technology Total Cost of Ownership Form located on the Technology Committee webpage or the Total Cost of Ownership Spreadsheet on the Business and Facilities Planning Council webpage).

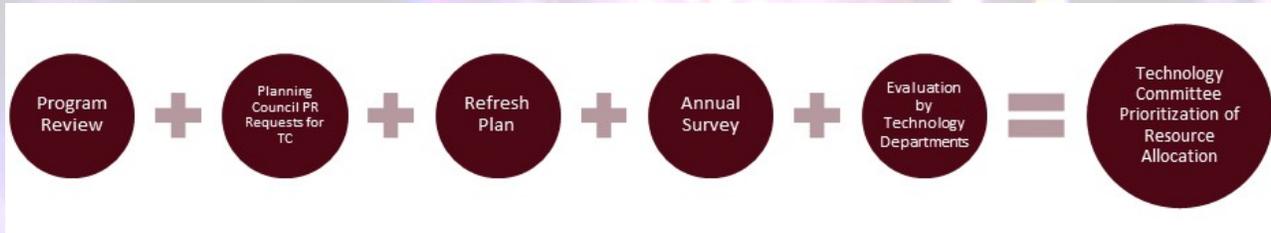
### XIII. PROGRAM REVIEW PROCESS

All technology requests from program review are gathered by the planning councils, Business and Facilities Planning Council and Student Services Planning Council, and Academic Affairs Planning Subcommittee and forwarded to the Technology Committee for recommendations and prioritization. After review, recommendations, and prioritizations are approved by the Committee, the prioritization lists are submitted to the Institutional Strategic Planning Council for consideration and acceptance before being forwarded to the President. ISPC does not reorder the prioritization work done by the Technology Committee but approves to accept the work and the list remains separate of equipment lists. The lists are then sent to the planning councils and subcommittee for information.

Upon approval from the President, Technology Support Services and IMC work with the requestors of their approved program review technology requests to complete the purchases. Information such as the reassignment of the current equipment and the asset tag number with information on the purchases will be reported by Technology Support Services to the Technology Committee at a regular meeting.

In submitting its annual program review, the requestor may use the Technology Total Cost of Ownership Form to provide specific TCO data in the section of the program review that lists resource requests. The form contains sections detailing the initial cost of the resource as well as the total operating costs for the item. This enables the College to make informed decisions about whether or not to grant particular requests.

The process provides a path for the cyclical refurbishment of technology on campus. The technology requests for resource allocation are evaluated based on the initial as well as the operating costs of a technology item, how well the item fits the needs of the unit and the College, how fully it meets industry standards, and how competitive it is in the educational marketplace. This is the technology Total Cost of Ownership model.



### XIV. PURCHASES

Technology equipment purchases may be made using the Technology Request Form and submitted to the College's technology department (computer / instructional media / software) for evaluation/ review of technical specifications and costs associated with the equipment. The completed request form is then forwarded to the Technology Committee for review and comments as well as inventory purposes. The total cost of ownership for the item is calculated on the basis of the information provided in the form, which is returned to the requesting unit.

### XV. DETERMINING PRIORITY LEVEL AND PRIORITIZATION

Based on the information received from the Program Review Requests for Technology Committee for each technology request, the Technology Committee uses the criteria stated in the Replacement of Technology Infrastructure and Equipment Plan to evaluate the requests and determine priority level (high, medium, low) and recommended action, such as replacing with an item in inventory or notification

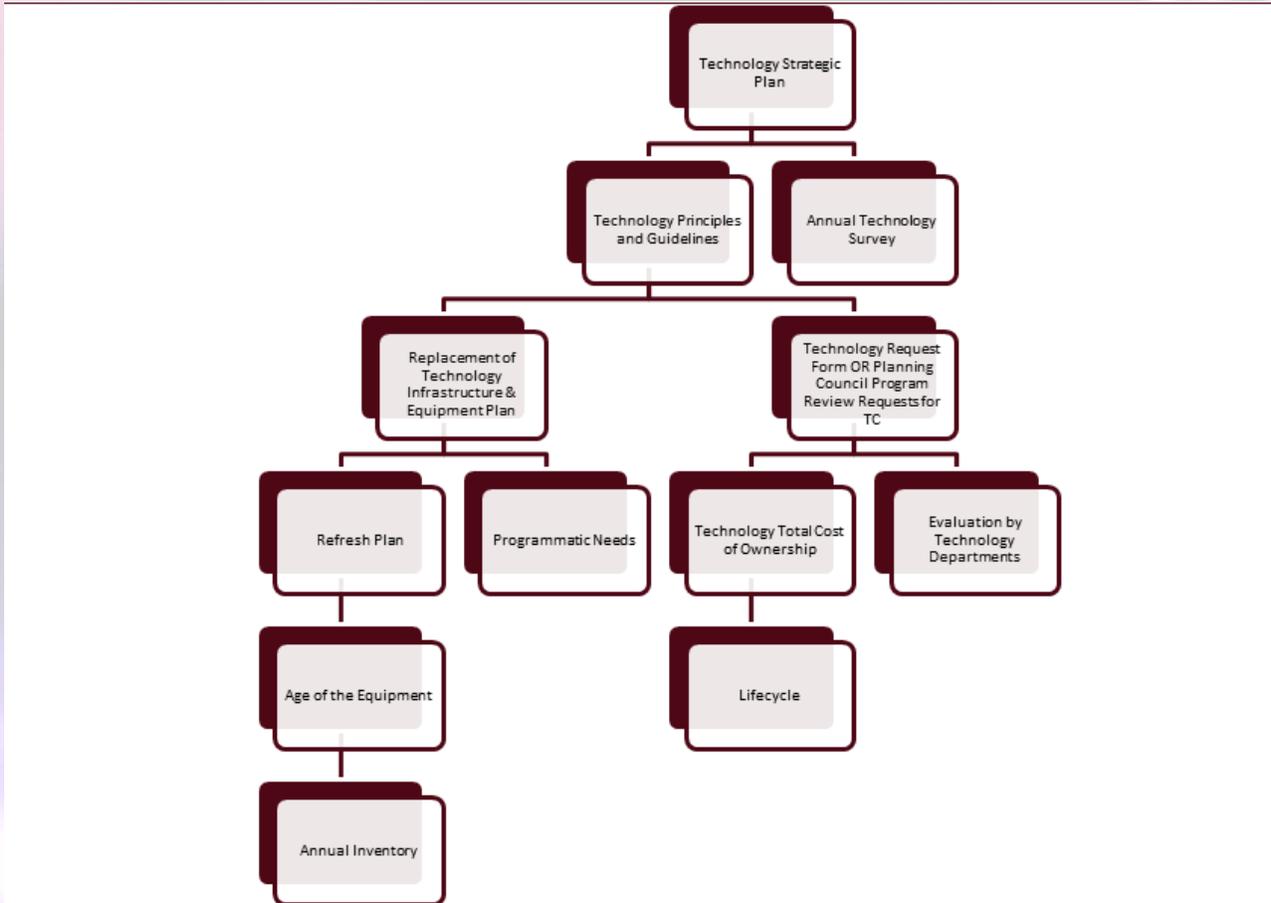
of grant funding to meet a particular need, as well as prioritization.

The criteria are Age/Lifecycle, Programmatic Needs, Total Cost of Ownership, and Evaluation Report by the Technology Department(s).

**XVI. EVALUATION OF PROCESS**

This process was implemented in the fall 2014 program review process. It is designed to facilitate sound resource allocation decisions and will be evaluated annually by the Technology Committee and modified as necessary. The Request Forms will also be reviewed annually with input from the College’s technology department regarding user satisfaction and effectiveness.

**Technology Use Model**



**RCCD INFORMATION TECHNOLOGY**

The management, maintenance, and operation of the college's technological infrastructure and equipment are handled by the RCCD Information Technology department. IT is organized to support the development, improvement, and maintenance of IT systems including enterprise software applications, networks, and the district internet connection. IT oversees the security and safety of the district-wide technology infrastructure and supporting components through monitoring, firewall, and security software on all computers to ensure a safe, reliable, and accessible network for Norco College. RCCD, through the Information Technology Strategy Council (ITSC) maintains the District Strategic Technology Plan and Security Plan which coordinates and communicates with Norco College through its Technology Committee representatives. Through ITSC, Norco College Technology Committee representatives participate in the prioritization of resource allocation of technology resources for the district.

## **SAFETY, INFORMATION SECURITY, AND DISASTER RECOVERY**

RCCD IT, through its District Strategic Technology Plan provides for reliability, disaster recovery, privacy and security for critical college and district functions including the emergency mass notification system, network and storage systems, industry data security standards to protect critical data, a stable and redundant network and communications infrastructure as well as safety, information security and disaster recovery plans for emergency preparedness.

## **WEBSITE**

Norco College maintains a website to provide information to students and the college community about programs and services. In alignment with RCCD AP 3725: Establishing and Maintaining Web Page Accessibility, the college follows Section 508 of the Americans with Disabilities Act (ADA) that determines the technology practices for disability-related compliance for the website. The website was updated in 2018 to include mobile friendly features and to ensure compliance with Section 508. The Norco College Technology Committee continues to receive regular reports on the website and receives feedback from its annual Technology Survey for feedback to continuously improve the site for student success, access, and equity.

## **STAFFING**

Norco College provides technology services, support, and resources to enhance and support teaching and learning for the college through staff of the Technology Support Services Department and Instructional Media Center. Technology Support Services collaborates with the Riverside Community College District Information Technology Department to ensure a reliable technology infrastructure to support the college. TSS and IMC provide tutorials, technical assistance, installations, repairs, and maintenance of technology hardware and software on campus and in support of remote operations off-campus. These include the provision of and support for a variety of desktop and laptop computers, printers, tablets, and multimedia services, including multiple visual displays on campus.

TSS and IT collaborate with Help Desk Services offered at the District working with TSS to complete technology repair requests and troubleshooting. This system is based on a dedicated phone and email system and response system that provides technical assistance through RCCD and/or Norco College TSS staff. The District and College utilize a software system to develop, organize, and assign IT-based workorder to TSS.

## **YEARLY REVIEW AND UPDATE**

Annually, the Technology Committee will review, measure, and update the strategic goals and objectives, principles and guidelines, rubrics, and other planning items to continually improve technology to enhance teach and learning to maximize student success through the Guided Pathways. The Technology Plan is a living document that can and will be updated to align with industry standards, college strategic goals and objectives, and continuous improvement of technology planning and resource allocation.

## Review of 2013-2016 Technology Plan Initiatives

	<b>Specific Initiatives</b>	<b>Results</b>
<b>Make technology a priority at Norco College through training &amp; support for faculty, staff, and students.</b>	Develop a plan for implementing training workshops and trainers. Increase attendance in technology training workshops by 5% each year by group. Increase user satisfaction of workshop content and online tutorials by 3% each year.	Technology workshops are a standardized component in Staff Development Day professional development work-shops and offered during Flex Day trainings. Lynda.com was rolled out in 2014 for faculty, staff, and students. User satisfaction remains high.
<b>Develop and continue to update a technology strategic plan for a college-based model.</b>	Develop governance process for a college-based technology model. Develop the communication strands within a college-based technology model.	Developed the purpose and roles/responsibilities of the Technology Committee members. Developed the Technology Principles and Guidelines to outline the process. Institutionalized Technology Committee in Joint Resource Allocation Prioritization Process. Fall and spring reports to ISPC.
<b>Identify external and internal funding sources and maximize district IT funds for technology.</b>	Become familiar with available funding sources and associated protocols for application and acquisition. Identify internal funding sources for allocation of technology needs. Maximize district IT funds. Prioritize technology across administrative program reviews utilizing metrics on Criteria Template.	Coordinated with Grants to identify funding for technology needs as part of the resource allocation program review process. Liaison from the Technology Committee to ITSC, the district's technology council, to relay college technology needs to the district. Created prioritization process where Technology Committee prioritizes all technology needs in the program review process.

<p><b>Provide tools for online students about effective use of the learning management system and online resources.</b></p>	<p>Create an interactive training module and host a webpage with resources for online students.</p>	<p>Coordinated with Distance Ed Committee and Online Campus for tools and resources for Blackboard and now Canvas.</p>
<p><b>Provide tools for online faculty about online pedagogy and effective use of the learning management system.</b></p>	<p>Provide training opportunities and refresher workshop for learning management system.</p>	<p>The training opportunities are offered by the Online Campus and a Canvas training liaison.</p>
<p><b>Create Technology Use and Structure Models and Incorporate best practices in our use of technology college-wide.</b></p>	<p>Create a technology use model. Make recommendations for technology structure/strategic model. Task the technology committee with staying abreast of current best practices.</p>	<p>Created the Equipment Refresh Plan and prioritization process in the Technology Principles and Guidelines. Technology Support Services computer and IMC staff make monthly reports to the Technology Committee on technology.</p>
<p><b>Respond to the technology needs of the Norco College community.</b></p>	<p>Develop and implement survey instrument to identify the technology needs and training of the community.</p>	<p>Developed the Technology Annual Survey which is administered each spring to all faculty, staff, and students. It has become the benchmark for decision-making in resource allocation. Standard practice of Technology Committee to review at first meeting in fall. Results are shared with ISPC each fall.</p>

## STRATEGIC GOALS

The purpose of the Strategic Goals section of this document is to give a brief overview of the technology focus in each of the listed areas. In the next section are specific strategic objectives that will fall under one or more of the strategic goals listed in this section.

### 1. Provide Technology Training and Support for the College Community

Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy.

### 2. Support Instruction and Student Learning with Technology

Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity.

### 3. Measure and Respond to Technology Needs

Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes.

### 4. Maintain an Integrated Technology Plan

Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes.

### 5. Develop Technology Budget Priorities

Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership.

## 2019-2025 STRATEGIC OBJECTIVES TABLE

Objective	Activities
<p>Develop a plan for technology-related training opportunities and support for faculty, staff, and students to improve technology literacy <i>(Strategic Goal 1)</i></p>	<ol style="list-style-type: none"> <li>1. Technology workshops for faculty, staff, and students</li> <li>2. Online tutorial technology training</li> </ol>
<p>Use technology to provide and enhance student learning and support services enabling greater student success, access, and equity. <i>(Strategic Goal 2)</i></p>	<ol style="list-style-type: none"> <li>1. Refresh plan</li> <li>2. Maintenance Plan</li> <li>3. Technical Support</li> </ol>
<p>Through reviews of annual technology surveys, the needs can be assessed and responded to in the resource allocation and recommendation processes. <i>(Strategic Goal 3)</i></p>	<ol style="list-style-type: none"> <li>1. Annual Technology Survey</li> <li>2. Lynda.com (LinkedIn Learning) User Survey</li> <li>3. Program Review Resource Allocation Prioritization</li> <li>4. Technology Resource Allocation outside of Program Review</li> </ol>
<p>Review and update the Technology Plan and associated documents annually to maintain a living document that stays abreast of changes in technology and processes. <i>(Strategic Goal 4)</i></p>	<ol style="list-style-type: none"> <li>1. Technology Committee review of Technology Plan and documents</li> <li>2. TSS and IMC monthly reports</li> <li>3. Membership on ITSC</li> </ol>
<p>Develop budget priorities for technology resources in order to sustain and enhance mission-critical technologies in times of economic scarcity and for resource allocation. Continue to evaluate and develop processes, including Total Cost of Ownership. <i>(Strategic Goal 5)</i></p>	<ol style="list-style-type: none"> <li>1. Staggered Refresh</li> <li>2. Technology Recommendations</li> <li>3. Technology Budget</li> </ol>

## ADDITIONAL GOVERNANCE AND COMMITTEES

### Information Technology Strategy Council

The District-Wide Information Technology Strategy Council was established to look at all technology projects at each college in the district and what resources are involved in making those projects a reality. Two members of the Norco College Technology Committee serve as members on the District's Information Technology Strategy Council in order to voice the needs of the college and act as a liaison to the college's technology committee. These representatives do not need to be voting members of the Technology Committee but may serve in a liaison role. All votes and positions made by the representatives at ITSC are voted and approved by the Technology Committee beforehand. ITSC prioritizes technology needs and resources for the Riverside Community College District that impacts the infrastructure for Norco College.

### Accreditation Standard III.C Committee

The Technology Committee serves as the Standard III.C Committee utilizing the member's expertise in the areas of technology resources, planning, assessment and more.

---

# Norco College List Serves Proposal

## GUIDING PRINCIPLES

Due to “email fatigue” expressed by faculty, too much digital noise, and the flooding of our Inboxes with too many real/perceived irrelevant messages thus drowning our important emails, a restructure of our email lists will serve as our guiding principles and shall:

1. Give employees power and control over which emails they receive
2. Permit flexibility in changing email list serve subscriptions on demand
3. Reduce the number of received emails (if one chooses to do so)
4. Ensure access of Information

## PROPOSAL

1. Naming Convention: Rename all list serves to a uniformed naming convention (NC instead of NOR) in alignment with MVC and RCC. “@lists.rccd.edu” list serve to begin with NC- and end with –DL (distribution list)
2. Employees from existing list serves will be pre-populated to the new list serves upon launch (including NC-DISCUSS-DL) but shall have the flexibility to opt-in/out of non-constituency list serves at any time.
3. An informational email shall be sent out to all employees explaining the list serves and the opt-in/out process at the beginning of each primary term.
4. At Norco College, everyone is a professional, therefore the lists-serves will not be moderated (except for NC-All-DL to help minimize email noise).
5. Office of the President may approve the creation of additional list serves
6. Split NOR-ALL into 2 list serves:
  - a. NC-All-DL@lists.rccd.edu: A moderated list serve reviewed/approved by Office of the President for college-wide matters of strategic/institutional importance (e.g. Regular Update, Safety, accreditation). Other items sent to NC-ALL-DL would be denied/redirected back to the originator to repost to the appropriate list serve.
  - b. NC-DISCUSS-DL@lists.rccd.edu: An unmoderated list serve for college-wide open discussion. (E.g. selling girl scout cookies, ranting about the weather, local restaurant recommendations, etc.)
7. Keep/maintain/rename list serves by constituency group:
  - a. NC-FT-FACULTY-DL@lists.rccd.edu
  - b. NC-MANAGEMENT-DL@lists.rccd.edu
  - c. NC-PT-FACULTY-DL@lists.rccd.edu
  - d. NC-CSEA-DL@lists.rccd.edu
  - e. NC-STAFF-DL@lists.rccd.edu
8. Create new list serves for our four Schools and six instructional departments:
  - a. NC-ARTHUM-DL@lists.rccd.edu
  - b. NC-BUSMAN-DL@lists.rccd.edu
  - c. NC-SBS-DL@lists.rccd.edu

- d. NC-STEM-DL@lists.rccd.edu
- e. NC-AHWL-DL@lists.rccd.edu
- f. NC-COMM-DL@lists.rccd.edu
- g. NC-BEIT-DL@lists.rccd.edu
- h. NC-SBS-DL@lists.rccd.edu
- i. NC-MATH-DL@lists.rccd.edu
- j. NC-SCIKIN-DL@lists.rccd.edu

9. Establish unmoderated sub-communities by area/interest:

- a. NC-GOVERNANCE-DL@lists.rccd.edu (ISPC, BFPC, ACP, SSPC, Academic Senate, ASNC, COW agendas/minutes/announcements)
- b. NC-LEARNING-DL@lists.rccd.edu (Assessment, Teaching & Learning, Curriculum, Professional Development, Library Advisory committee agendas/minutes/announcements)
- c. NC-RESOURCES-DL@lists.rccd.edu (Program Review, Grants, Marketing, Safety, Technology committee agendas/minutes/announcements)
- d. NC-DIVERSITY-DL@lists.rccd.edu. Diversity, Equity & Inclusion Committee agendas/minutes/announcements)
- e. NC-DEFACULTY-DL@lists.rccd.edu (distance education – already in existence as NOR-DEFaculty)
- f. NC-SAFEZONE-DL@lists.rccd.edu (already in existence as NOR-Safezone)
- g. NC-EVENTS-DL@lists.rccd.edu (e.g. health/career/transfer fairs, lectures, chili cook off, Corral menu, student club activities, Read2Succeed, Service Awards, etc.)
- h. NC-SSS-DL@lists.rccd.edu
- i. NC-SSS-RISE-DL@lists.rccd.edu

District Office support is in place (Information Services & Helpdesk) to pilot direct user subscription capability via LISTSERV Directory starting in 2020 after ISPC/college feedback is received.

List Serve changes shall be reviewed and assessed by ISPC in fall 2020 for any tweaks or modifications in alignment with the above guiding principles.

Implementation Timeline: TBD

## **New Faculty Prioritization**

The Academic Planning Council (APC) recommends the following prioritization of new faculty hires for start during the 2020-2021 Academic Year. The APC also voted to forward the list with the raw ranking scores for each position to demonstrate the closeness of the results.

1. Psychology (36 points)
2. Chemistry (56 points)
3. Math – Statistics (56 points)
4. Gaming (84 points)
5. Physics (85 points)
6. Art History (89 points)
7. Business (105 points)
8. Library (137 points)

## Faculty Replacement Prioritization List

The Academic Planning Council (APC) met today, Friday, November 22, 2019 to discuss replacements for upcoming retiring faculty.

The committee was presented with six (6) confirmed retirements (listed below) and unanimously voted to replace each of them.

Anatomy & Physiology

Business Administration (General)

Business (Business Law)

Computer Information Systems

Kinesiology

Math

These will be forwarded to Senate on Monday December 2nd.

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
25	NR	1920	Equipment, Supplies, Services	AHWL	IT 101 and IT 117 Furniture Repair	Broken furniture is a safety risk and takes seats out of use in the classrooms	20000	5	5	5	5	5
20	2	1920	Instructional Supplies (Restricted)	STEM	Hotplate/Stirrers: Hotplates/stirring units are routinely used in General Chemistry and Organic Chemistry classes. The additional hotplate/stirring units are being requested to replace broken equipment.	Equipment (non technology), Services	2450	5	5	5	5	0
20	11	1819	Equipment, Supplies, Services	BEIT	We need to have more 110 volts plugs along the side of the classroom to be able to run equipment especially along the north side adjacent to the roll-up door along with a bench strip to distribute power.	We need these plugs in CACT 2 near the common wall of CACT 2 and CACT 3. This is a safety concern. Students are plugging in high amperage machines into a computer gang plug which could cause heat resulting in a fire.	1000	5	5	5	5	0
20	21	1819	Instructional Supplies (Restricted)	STEM	Tissue Culture Supplies and TK6 Cell Line	Our college has invested in two expensive equipment items to enhance student learning in the areas of tissue culture, DNA analysis, protein analysis, and mutagenesis. These are essential skills to enter graduate school or to enter the work force in a biological science field. After course completion and transfer to a 4 year college, students can ask about potential undergraduate research opportunities because the techniques learned in this lab prepare them for this type of laboratory work. This is a major advantage to our transfer students because most 4 year institutions (due to course sizes and supply costs) can not provide this type of educational experience at the freshman/sophomore level.	3500	5	5	5	5	0
20	25	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Chest Protector - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	180	5	5	5	5	0
20	35	1819	Equipment, Supplies, Services	STEM	Fitness Center - Equipment Maintenance	The \$150,000 worth of equipment in the Fitness Center must have consistent and regular maintenance in order to keep it in operable condition. This facility is utilized by students, athletes, and college employees. The quote below is for 4 equipment maintenance services per year.	2600	5	5	5	5	0
18	23	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Bats - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	600	5	5	5	3	0
18	24	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Champro Molded Base Set (3 bases, anchor mounts & plugs) - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	150	5	5	5	3	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
18	26	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Dudley ASA Thunder Hycon ZN Slow Pitch Softballs - 12 inch/yellow - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	700	5	5	5	3	0
18	27	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Schutt 4-Way Pitchers Plate - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	100	5	5	5	3	0
18	28	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Softball - Schutt Universal Home Plate (includes anchor and base plug) - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	160	5	5	5	3	0
18	40	1819	Instructional Supplies (Restricted)	STEM	Instructional Equipment - Softball - Catcher's Mask/Helmet - <a href="http://www.softballsavings.com/main.jsp">http://www.softballsavings.com/main.jsp</a>	Due to the creation of the ADT, it will now be important to offer a second team sports class. Students are required to complete one team sports class and we currently offer one selection. Adding a Softball course will provide better access for students to complete this requirement. *Students will be asked to supply their own glove.	160	5	5	5	3	0
17	12	1819	Instructional Supplies (Restricted)	STEM	Vernier pH Probes	pH probes are used in General Chemistry labs, and we need these items to replace broken probes.	1092	5	5	5	2	0
15	3	1819	Instructional Supplies (Restricted)	STEM	Heating Mantles/Power Controls (For Conducting Reactions At Higher Temperatures)	It is common to run reactions in Organic Chemistry at higher temperature. The standard way to provide the heat to the reaction is through heating mantles that are controlled by power controls, like those we are requesting. Our Organic Chemistry students currently heat reaction mixtures in sand baths prepared in glass containers. This is far from ideal because it requires that students use open heating sources (such as hot plates) at temperatures about 400 degrees Celsius, which poses some safety concerns. Having these Heating Mantles/Power Controls will eliminate this danger.	17280	5	5	5	0	0
15	4	1920	Instructional Supplies (Restricted)	STEM	Gilson MICROMAN Displacement Pipettes: These are adjustable volume pipettes used to transfer desired volumes of liquids. We currently have five of these units and they are used in the majority of the experiments performed in our Organic Chemistry classes. The requested adjustable volume pipettes would double the number of units available in our labs and would prevent delays that are currently experienced by students by having to wait for these items to become available.	Equipment (non technology), Services	2425	5	5	5	0	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
15	5	1819	Instructional Supplies (Restricted)	SBS	Auger kit	This resource was requested with the other field supplies from 2017 Program Review, but could not be funded through the lottery funds as it was over \$200 and considered "equipment" (rather than "supplies"). Augers are essential for pre-excavation soil testing and evaluation. Augering is an expected skill of any archaeologist, and a field course dedicated to teaching job preparedness must include a section on augering.	1400	5	5	5	0	0
15		1920	Instructional Supplies (Restricted)	STEM	Vigreux columns are key glassware items used to construct apparatuses for fractional distillation, which is the primary technique for purifying liquids employed in our Organic Chemistry teaching labs. We are seeking these columns to outfit the Organic Chemistry lab kits of both our first- and second-semester Organic Chemistry classes (CHE-12A and CHE-12B).	Equipment (non technology), Services	2500	5	5	5	0	0
15	8	1920	Equipment, Supplies, Services	STEM	Lab jack are small, adjustable height platform devices that have a variety of uses in chemical laboratory settings. We are requesting these lab jack primarily to support distillation apparatuses that are assembled by our Organic Chemistry students. In this application, these devices would allow our students to raise their collection flasks to their distillation units, a task which is currently a struggle in our Organic Chemistry teaching labs. Since these items will be shared between our first- and second-semester Organic Chemistry classes (CHE-12A and CHE-12B), only one set is being requested.	Equipment (non technology), Services	1875	5	5	5	0	0
15	14	1819	Instructional Supplies (Restricted)	STEM	Gel Imagine System with new computer	Norco College has been offering Biology 11 for 10 years and the gel imagine equipment is no longer functioning properly for several reasons. Repair on the existing unit is not possible as Bio-Rad no longer services the Gel-Dox model at Norco College. Running the new imaging system will also require a new iMac (which must be housed in the lab with the imaging equipment). This equipment is vital to our major's level biology courses. Without a functioning imaging system students can not visualize or analyze any DNA, RNA, or protein gels which are often required during the labs. A Gel imaging system is a fundamental piece of equipment for any student currently pursuing an education in cell and molecular biology.	7000	5	5	5	0	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
15	15	1819	Instructional Supplies (Restricted)	STEM	ELISA Software upgrade and ELISA plate reader maintenance	The ELISA plate reader is over 10 years old and is in need of service. Additionally, the software package is out of date and the new software will not interact with the old computer. Above our department requested an iMac which is needed to run the Gel-Dox. The same computer will be used to run this software. ELISA is an essential diagnostic assay for microbial disease and can probe samples for both antigen and antibody. ELISA also teaches students the major concepts of molecular binding events, enzyme modifications to antibodies, and much more.	2000	5	5	5	0	0
15	20	1819	Instructional Supplies (Restricted)	STEM	Spectrum Tube Power Supply (Power supply used to apply voltage to Gas Discharge tubes)	The Chemistry Department currently does not have equipment for a lab on quantum chemistry which is a core topic in CHE-1A, CHE-2A, and CHE-3. Having a lab on this topic will aid in student understanding of this abstract topic. This power supply works with gas discharge tubes (purchased separately). The RSpec or the Pasco VIS Spectrometers would be used with this device to show atomic spectra.	1240	5	5	5	0	0
15	31	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - Bosu Balance Trainer	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	159.95	4	4	4	3	0
15	32	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - First Place 6” Round EVA Foam Roller (3 ft)	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	244.65	4	4	4	3	0
15	33	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - First Place Adjustable Wall Mat Rack	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	29.95	4	4	4	3	0
15	34	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - First Place Hanging Mats – 56”	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	323.4	4	4	4	3	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
15	35	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - First Place Kettle Ball (6 kg, 8 kg, 10 kg, 12 kg, 16 kg)	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health. On this particular request, I have averaged the price per item to reflect the range of weights.	429.5	4	4	4	3	0
15	36	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - First Place Safety Toners (light, medium & heavy)	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	224.25	4	4	4	3	0
15	37	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - Hammerhead Wall Storage Racks	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	59.9	4	4	4	3	0
15	38	1718	Instructional Supplies (Restricted)	STEM	ONLINE ACCESS TO SCIENTIFIC LITERATURE	As faculty in a science department of a major California College institution we would all benefit if Norco College could arrange for the science faculty to have unrestricted online access through a UC or a Cal State to current scientific literature.	0	4	4	4	3	0
15		1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies – Physical Fitness Course - Quote from “Perform Better” - Power Jump Ropes	Instructional equipment utilized for teaching strength training is continually adapted to improve physical training and performance. It is imperative that we offer students the opportunity to develop expertise with equipment that is up to date and provides the greatest potential to positively affect levels of fitness and health.	155.4	4	4	4	3	0
15	41	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Athletic Training Course -(Quotes - 2016 MEDCO Sports Medicine Catalog) - Econo-Wrap - LF Elastic Bandage (36350C)	This equipment is necessary in order for students to meet class requirements related to the treatment of athletic injuries. This supply is needed on a yearly basis. During previous semesters, our instructor has incurred out of pocket expenses. It is important to ensure that these supplies are kept designated for KIN classes and not utilized by athletics.	59	4	4	4	3	0
15	44	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Athletic Training Course -(Quotes - 2016 MEDCO Sports Medicine Catalog) - Lightplast Pro (84791)	This equipment is necessary in order for students to meet class requirements related to the treatment of athletic injuries. This supply is needed on a yearly basis. During previous semesters, our instructor has incurred out of pocket expenses. It is important to ensure that these supplies are kept designated for KIN classes and not utilized by athletics.	819.5	4	4	4	3	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
15	46	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Athletic Training Course -Coach Athletic Tape (32044m) (Quotes - 2016 MEDCO Sports Medicine Catalog)	This equipment is necessary in order for students to meet class requirements related to the treatment of athletic injuries. This supply is needed on a yearly basis. During previous semesters, our instructor has incurred out of pocket expenses. It is important to ensure that these supplies are kept designated for KIN classes and not utilized by athletics.	2206.5	4	4	4	3	0
15	NR	1920	Equipment, Supplies, Services	BEIT	Laser Engraver/Cutter	Equipment (non technology), Services	15000	5	5	5	0	0
12	2	1819	Equipment, Supplies, Services	BEIT	Fusion Deposition Machine (FDM) with dual filament resources	This low-end FDM will allow students to prototype their designs while generating excitement and relevance within our design courses in the ELE discipline. It is hoped that by adding this dimension, students will feel an added attachment to these courses, and stay in the program up through completion of certificates and degrees. It will also add a real-world like step in prototyping that is used in industry, thus preparing students for work-life.	5340.56	4	4	4	0	0
12	10	1920	Instructional Supplies (Restricted)	STEM	Vernier Temperature Probes: Temperature probes are needed to measure changes of temperature with time for various General Chemistry lab experiments. These are compatible with our existing Vernier equipment.	Equipment (non technology), Services	3600	4	4	4	0	0
12	12	1819	Instructional Supplies (Restricted)	STEM	Anatomy Models	For major's level biology, human biology, and honors level biology our department does not have enough models for all the lab rooms. Moving the models from room to room is not an option due to many overlapping lab times.	4000	4	4	4	0	0
12	13	1819	Instructional Supplies (Restricted)	STEM	2 mL graduated pipets for CHE-1B lab lockers	Graduated pipets are essential for precise and accurate solution chemistry methodology such as making of solutions of a specified concentration and for diluting solutions.	4480	4	4	4	0	0
12	14	1920	Instructional Supplies (Restricted)	STEM	1 mg Precision Balances with Side Shields: Top loading balances with 1 mg precision and side shields are needed to replace the current balances used in our General Chemistry (CHE-1A/1B) and Organic Chemistry (CHE-12A/12B) classes. The current balances used in these classes are older and do not have side shield, which limits their accuracy due to drafts that affect the weighing process. Nine of these balances are requested.	Equipment (non technology), Services	14760	4	4	4	0	0
12	16	1920	Instructional Supplies (Restricted)	STEM	0.1 mg Precision Balances with Side Shields: Precision (0.1 mg capacity) balances are needed in our Organic Chemistry teaching labs. (We currently have none available for our students.) Two precision balances for HUM 208 are requested, which will be shared by the students in each of our Organic Chemistry lab classes (CHE-12A/12B).	Equipment (non technology), Services	8300	4	4	4	0	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
12	28	1819	Equipment, Supplies, Services	STEM	Vernier Gas Pressure Sensors (To Be Purchase If Funds Are Available)	If funds are available, we request these additional units in order to complete a class set for 32 students so that students can work individually in the lab instead of always working in groups. Working individually helps make them more independent and allows the instructor to test their knowledge and understanding without the influence of a lab partner.	1900	3	3	3	3	0
12	29	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Yoga - Yoga Blocks - <a href="http://www.yogaaccessories.com">http://www.yogaaccessories.com</a>	Yoga Blocks are necessary to allow students of various flexibility levels to demonstrate correct technique while performing various yoga postures. They are also an important safety consideration. This request is to replace blocks that have been stolen and to provide various sizing options for students.	540	3	3	3	3	0
12	30	1819	Instructional Supplies (Restricted)	STEM	Instructional Supplies - Yoga - Yoga Straps - <a href="http://www.yogaaccessories.com">http://www.yogaaccessories.com</a>	Yoga Straps are necessary for the performance of various postures and types of stretching. This request is for the replacement of worn straps and the loss of straps due to theft. At the time, we do not have enough straps for students, therefore the student experience is being negatively impacted.	320	3	3	3	3	0
12	NR	1920	Equipment, Supplies, Services	BEIT	Accommodate ergonomic stations, adjustable for diverse CAD and Drafting classes. Help students with various need in use of CAD, computer and Drafting stations.	Equipment (non technology), Services	35000	3	3	3	3	0
12		1920	Equipment, Supplies, Services	COMM	ProQuest Research Companion Database will help students do more effective scholarly research and write more clearly and persuasively. It can be integrated into Canvas and used to create assessments.	Technology (hardware, software, AV)	1537.43	4	4	4	0	0
12		1920	Equipment, Supplies, Services	STEM	1. Peristaltic pump 2. Culture tube rotator, 3. Culture tube basket 4. Isotemp 100L incubator 5. Norlake refrigerator 6. Biomate OD600 Spec 7. end cap shelving in ST203 8. Autoclave,	Equipment (non technology), Services	70000	3	3	3	3	0
10	3	1718	Equipment, Supplies, Services	M&S	New chair-stools in WEQ W4, W5, and W6.	For each of these classroom, the current chair-stool at the instructor's console attains a height barely high enough for the instructor to see over the computer on the console. This affects/benefits up to 30 faculty per semester.	0	1	3	1	5	0
9	18	1819	Instructional Supplies (Restricted)	STEM	Replacement Slides	Viewing biological specimens under the microscope is an essential skill for most courses with labs offered at Norco College. Over the years many of these slides have faded or been broken by student use. Some of our slide trays have lost all but one or two slides.	1200	3	3	3	0	0
9	21	1819	Instructional Supplies (Restricted)	STEM	Premium Gas Discharge Tubes (Mercury, Hydrogen, Helium, and Krypton) (Use with Spectrum Tube Power Supply)	The Chemistry Department currently does not have equipment for a lab on quantum chemistry which is a core topic in CHE-1A, CHE-2A and CHE-3. The gas discharge tubes must be used with a power supply (purchased separately) to work. The RSpec or the Pasco VIS Spectrometers would be used with this device to show atomic spectra.	1472	3	3	3	0	0
9	23	1819	Instructional Supplies (Restricted)	STEM	Fiber Optics Cable (for Pasco VIS Spectrometer)	The cable works with the Pasco VIS Spectrometer. This unit allows students to look at emission spectra.	1600	3	3	3	0	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
8	31	1819	Instructional Supplies (Restricted)	STEM	Cuvettes (for Pasco Spectrometer)	The cuvettes are required for use with the Pasco VIS Spectrometer.	35	2	2	2	2	0
8	43	1819	Equipment, Supplies, Services	STEM	New Tables for IT128	The tables in IT 128 are falling apart. The legs on many tables are no longer stable and the tops lift off or are unstable. Furthermore, our department would like tables which do not have a space beneath the desk as cheating is sometimes an issue.	18560	2	2	2	2	0
8	50	1819	Equipment, Supplies, Services	STEM	Replacement Machines - Fitness Center - LifeFitness	The machines in the Fitness Center have all exceeded their expected time of service. However, most are still serviceable. We estimate that there will be a need to replace approximately three machines due to their worn condition. This is a possible safety issue for the students, and the new machines would enhance the viability of fitness course sections.	16500	2	2	2	2	0
8	52	1819	Equipment, Supplies, Services	STEM	Storage Shed - Home Depot	In anticipation of purchasing new fitness equipment (kettle balls, tubing, bosu ball, etc.), we recognize the need for a storage option that could be placed outside of WEQ 8. At the current time, our fitness center has little to no space for new equipment/supplies that would dramatically improve the student learning experience.	4300	2	2	2	2	0
6	7	1920	Equipment, Supplies, Services	STEM	A KBr pellet press is used to make KBr pellets for the analysis of solid samples in infrared (IR) spectroscopy. IR spectroscopy is the primary instrumental technique used by students in our Organic Chemistry teaching lab. KBr pellets are the standard way to analyze solid samples by IR spectroscopy and the only method available to obtain high quality IR spectra of solid samples. Only two of these presses are needed since they will be shared by the students in both our first- and second-semester Organic Chemistry classes (CHE-12A and CHE-12B).	Equipment (non technology), Services	4400	2	2	2	0	0
6	10	1819	Equipment, Supplies, Services	BEIT	Trailer Kit and trailer tonge security box for building a portable Solar Power Demonstrator	We need a Trailer Kit for building up a Solar Power Demonstrator that the ELE-91 and STEM Club can help build, test, calibrate, and use to charge batteries. The charged batteries can be used to run an inverter to convert DC to AC power in cases of emergency. It can be used as a demonstration unit at high schools to promote our Green Technician program, and to increase enrollments. Doctors Jason Parks and Kevin Fleming have approved the idea, in advance of this request.	2174	2	2	2	0	0
6	24	1920	Instructional Supplies (Restricted)	STEM	Vernier Software Logger Pro 3.14 Site License: A site license for the software is needed to download onto computers and/or tablets to work with the Vernier lab equipment.	Technology (hardware, software, AV)	275	2	2	2	0	0
6	25	1920	Instructional Supplies (Restricted)	STEM	Vernier LabQuest Viewer Software Site License: A site license for the software is needed to project student data onto the instructor projection system to display to the entire class for instruction purposes.	Technology (hardware, software, AV)	88	2	2	2	0	0

**2019-2020 Program Review Resource Requests NO ACTION -- Ranked by AAPC -- INSTRUCTIONAL SUPPLIES, EQUIPMENT, SUPPLIES, SERVICES**

COUNCIL RANK	DEPT RANK	YEAR	CATEGORY	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
5	9	1819	Equipment, Supplies, Services	STEM	Fourier Transform Infrared Spectrophotometer (FTIR)	Infrared (IR) spectrometry is one of the two workhorse spectroscopies used in teaching Organic Chemistry. It is taught very early in the first semester of the Organic Chemistry sequence and serves as a major analytic technique in Organic Chemistry laboratory classes throughout the year. Norco College currently has an excellent Perkin Elmer IR spectrometry, which we are seeking to supplement with a second instrument. The addition of this second instrument would alleviate the bottleneck that often occurs in Organic Chemistry lab classes when all the students have to take IR spectra of their reagents and products.	26000	5	5	0	0	0
5	28	1819	Equipment, Supplies, Services	STEM	Backpack Storage	Placing backpacks on the floor during biology labs is a safety concern for both students and instructors.	5000	1	0	0	5	0
3	4	1718	Equipment, Supplies, Services	M&S	Take out the tables in WEQ W4 and replace them with desks.	This affects/benefits up to 400 students and 10 faculty per semester. Students have a hard time sitting three to a table. These table will comfortably seat two students but uncomfortably seat three.	0	1	1	0	1	0
3	54	1819	Equipment, Supplies, Services	STEM	Three Tiered Seed Sprouter	Necessary for sprouting seeds which are used in our major's level organismal biology course. This equipment provides the starting point for the student research project which culminates in their individual research paper. However, this also will be used in ecology classes for the plant competition experiment.	640	1	1	1	0	0
2	45	1819	Equipment, Supplies, Services	STEM	Oxygen Meters-Replacement	The old meters no longer function properly. They are used to measure oxygen produced by photosynthesis, oxygen used by respiration, and net primary productivity in ecology labs for BIO-12 and BIO-8. These experiments are essential for students to grasp the concepts of cellular respiration and photosynthesis.	1280	2	2	2	2	0

**321425.99**

**2019-2020 STAFF Program Review Resource Requests NO ACTION -- Ranked by AAPC -- STAFF**

COUNCIL RANK	DEPT RANK	YEAR	DEPT	REQUEST	REASON	COST	To what extent does this request support student ACCESS?	To what extent does this request support student SUCCESS?	To what extent does this request support student EQUITY?	To what extent does this request support student SAFETY?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?
15	2	1819	Library	Learning Resource Center Director	Position is needed to provide the minimum qualifications of Ed code for a learning center supervisor so that Norco College	143358	5	5	5	0	0
	NR	1920	BEIT	Dean of CTE & Non-Credit	Management Position	180000	5	5	5	0	0
12	1	1819	Institution	IR Specialist (90%)	At present 90% of this position is funded by the BSI funds. At the rate that we are using these funds there will no longer b	109264	4	4	4	0	0
	1	1819	Library	Administrative Assistant III	FT Administrative Assistant III position is needed to support student success and completion by providing administrative s	53191	4	4	4	0	0
	3	1819	Library	Supplemental Instruction Coordinator	Position directly supports and contributes to student success and completion. Current position is Title V grant funded and	108982	4	4	4	0	0
	5	1819	Library	Tutorial Services Clerk	Position needed to support student success and completion. Position is currently Title V grant funded and will need to be i	91193	4	4	4	0	0
9	4	1819	Instruction	Admin Assistant IV	To support the VP of Strategic Development	102258	3	3	3	0	0
	4	1819	Library	Instructional Technology Designer	Position needed to support student success and completion for Distance Education courses/programs. Position will work v	108982	3	3	3	0	0
3	7	1819	BEIT	Dedicated IT Staff Member (Microcomputer Support Specialist) to support the STEM CS and CIS classrooms and labs	Due to the number of software packages utilized and the changing requirements in CIS, CS and GAM, this request is for a c	112208	1	1	1	0	0
	NR	1920	BEIT	A full-time Computer Technician is needed to support the computer classrooms and labs on Norco College campus. > We need another FT or PT Computer Tech to assist us supporting the technology needs in academic and administrative. This FT Computer Tech can act as a Norco TSS Helpdesk to create tickets for Work Order or act as a 1st level of support. The Ratio of Computer to Technician at Norco College is 1 Technician for 500 Computers. Normally it is 1 technician to 150 computers. That is only the computer ratio and does not include, tablets, surface pro, laptops, ipads...	Classified Staff	75000	1	1	1	0	0
0	2	1819	Academic Affa	IR Specialist (100%)	At present this position is fully funded by BSI funds. At the rate that we are using these funds there will no longer be resour	121404	0	0	0	0	0

1205840

**Norco College  
Business & Facilities Planning Council  
2019/2020**

**Preliminary Weighting of Ranking Criteria for Program Review Resource Requests**

Criterion	Description	Points
Service Area Outcomes	The potential for the resource requested to address specific service area outcomes / dashboard indicators, etc. Requestor should provide data to substantiate the need for the resource request, <b>actual cost</b> of resource request and any ongoing costs (maintenance, annual license, etc.), and a specific service area outcome.	40
Promotes Long Range College/District Plans *	The potential for the resource requested to promote specific Campus and/or District Strategic Initiatives. The requestor should provide specific information on the particular strategic initiative and how the resource requested will address such. * Educational Master Plan; Facilities Master Plan; District Strategic Vision, Values, Themes	40
Student Learning	The potential for the resource requested to address student learning	20
<b>Total</b>		<b>100</b>
Campus Safety	The potential for the resource requested to address specific or general campus safety issues. The requestor should provide specific information relative to the particular safety issue and how the resource requested will mitigate the same.  <b>Meets criteria: Y Does not meet criteria: N</b>	Y / N
Regulatory Compliance/Industry or District Standards	The potential for the resource requested to address regulatory compliance issues and Industry and/or District Standards. The requestor should provide specific information relative to the particular compliance issue and how the resource request will mitigate the same.  <b>Meets criteria: Y Does not meet criteria: N</b>	Y / N

Norco College Business Services Resource Requests For 2019/20

**BUDGET REQUESTS**

Business & Facilities Planning Council

Department	Description	Requested Amount	Justification/Comments	Priority
Safety & Emergency Planning	Budget Request (19/20)	\$75,000.00	To support the college commitment to the accreditation IIIB Standard a revolving budget would be used to support the ongoing safety and compliance needs of the college. Funding will support the ongoing upkeep of the First Aid and AED equipment on campus and additionally, this funding will support some of the EOC and emergency supplies upkeep on campus. Some of funds may be used to support the Safety Committee, the building and floor captain program, the Community Emergency Response Team (CERT) and ergonomics.	<b>1</b>
Safety & Emergency Planning	Budget Request (19/20)	\$25,000.00	To support the college commitment to the accreditation IIIB Standard this revolving budget would be used to for the employment of student workers to support recurring emergency and safety activities the college.	<b>2</b>

Norco College Business Services Resource Requests For 2019/20

**EQUIPMENT / SUPPLIES / SERVICES REQUESTS (NON-TECHNOLOGY)**

Business & Facilities Planning Council

Department	Description	Requested Amount	Justification/Comments	Priority
Facilities: Custodial	Golf Carts (18/19)	\$30,000.00	There is a need for 3 new long bed golf carts to enable the night custodial crew to operate in a consistent and productive manner. The crew is currently attempting to share carts with the day shift Custodians and M&O staff. These carts are not equipped with headlights, nor have the appropriate carrying space required to transport equipment, supplies and trash as the duties require. The carts are also often not fully charged in order to maintain operation for the full shift.	<b>1</b>
Facilities: Custodial	Sheds/Containers (19/20)	\$8,000.00	Storage shed or containers for custodial equipment and materials at STEM and West End Quad	<b>2</b>
Facilities: Custodial	Repair of Other Cleaning Equipment (19/20)	\$15,000.00	The repair of all other existing cleaning equipment to increase effectiveness of custodial staff.	<b>3</b>
Facilities: Custodial	Repair Carpet Cleaning Equipment (19/20)	\$5,000.00	Repair of existing truck mounted carpet cleaning equipment	<b>4</b>
Facilities: Maintenance & Operations	Portable Air Conditioners (18/19)	\$10,000.00	Our college is located in a desert area and the extreme weather presents a big challenge. This equipment will allow us to provide comfort to the staff in affected areas without interruption to the program.	<b>5</b>
Facilities: Grounds	Mini Excavator (18/19)	\$45,000.00	To increase safety and productivity during trenching of irrigation lines. Reduces cost of rentals in the long term.	<b>6</b>

Norco College Business Services Resource Requests For 2019/20

**FACILITIES REQUESTS**

Business & Facilities Planning Council

Department	Description	Requested Amount	Justification/Comments	Priority
Facilities: Maintenance & Operations	Repair Street (19/20)	\$200,000.00	Repair of the 3rd Street Roadway	<b>1</b>
Facilities: Maintenance & Operations	Upgrade Parking Lot C (19/20)	\$350,000.00	Resurfacing and striping of Parking Lot C	<b>2</b>
Safety & Emergency Planning	Classroom Telephones/Paging System (19/20)	\$220,000.00	To support the college commitment to the accreditation IIB Standard. Adding phones in the classrooms will allow for essential e911 calling. Additionally, the goal is to set up paging and intercom into every classroom, providing the ability to push notifications to a select group, in the event of a verified emergency or just a general announcement. These phones would not be programmed to allow for calls outside district extensions direct dial or 911.	<b>3</b>
Facilities: Maintenance & Operations	Advance Campus Wayfinding Program (18/19)	\$100,000.00	Advance campus wayfinding program. Wayfinding is necessary to meet the information and directional needs of the campus	<b>4</b>
Facilities: Maintenance & Operations	Upgrade Parking Lot A (19/20)	\$285,000.00	Resurfacing Parking Lot A	<b>5</b>

Norco College Business Services Resource Requests For 2019/20

**PROFESSIONAL DEVELOPMENT REQUESTS**

Business & Facilities Planning Council

Department	Description	Requested Amount	Justification/Comments	Priority
Technology Support Services	Professional development activities (18/19)	\$12,500.00	Software/Hardware training for staff to maintain staff competency.	<b>1</b>
Business Services	Professional Development (18/19)	\$2,500.00	Professional Development Training/Activities As Needed	<b>2</b>
Safety & Emergency Planning	Professional Development (19/20)	\$15,000.00	To support the college commitment to the accreditation IIB Standard adding a revolving budget for training and professional development. These funds would be used to support the ongoing safety and compliance needs of the college. Previously we have been able to provide First Aid/CPR and AED certification, Stop the Bleed training, CERT Training, as well as Active Shooter classes. This recurring funding will allow for additional in person classes and professional development and community outreach opportunities.	<b>3</b>
Facilities: Grounds	Irrigation Training (18/19)	\$2,500.00	To learn new ways of water conservation and improve efficiency of the already existing system.	<b>4</b>
Facilities: Grounds	Turfgrass maintenance training (18/19)	\$7,500.00	To enhance skills and learn new innovative ways to maintain turf.	<b>5</b>

Norco College Business Services Resource Requests For 2019/20

**STAFFING REQUESTS**

Business Services Planning Council

Department	Description	Requested Amount	Justification/Comments	Priority
Facilities: Administrative	Manager, Facilities, Grounds and Utilization (18/19)	\$9,229.00	Norco college has grown during the pass few years and this is our projecting for the future. With the growth has come a demand for additional support to our campus to include weekend activities that require management oversight. This position will provide those services by "reclassifying" the existing Grounds Supervisor position into an "overall manger".	<b>1</b>
Facilities: Custodial	Increase Custodial Staff Member by .5 for VRC (18/19)	\$70,028.30	Increase of existing custodial staff member by .5 to account for the increased work load of the new Veterans Resource Center (Full time w/benefits)	<b>2</b>
Facilities: Grounds	Classified Staff Full Time (18/19)	\$88,458.00	To increase current staffing which is insufficient to maintain the campus grounds on a regular basis	<b>3</b>
Technology Support Services	Full-Time Information Technology Analyst (18/19)	\$121,724.00	With added work load and technology advances, Norco College TSS is asking for one full-time ITA position to keep up with work orders and large computer laboratory imaging requests.	<b>4</b>
Technology Support Services	Full Time Help desk Technician (18/19)	\$100,292.00	Delayed responses through the district help desk have caused concerns regarding service delivery for TSS and IMC. Recommend one full time staff to address this need.	<b>5</b>

Norco College Business Services Resource Requests For 2019/20

**EQUIPMENT-TECHNOLOGY REQUESTS (Sent to Technology Committee For Ranking on 10/4/19)**

Business & Facilities Planning Council

Department (Alpha Order)	Description	Requested Amount	Justification/Comments	Scoring						Total Score	Priority
				Service Area Outcomes (40)	Promotes Long Range College/District Plans* (40)	Student Learning (20)	Campus Safety Y/N	Regulatory Compliance/Industry or District Standards Y/N			
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for applicable Library classrooms (18/19)	\$100,000.00	Audio and Visual in the Library Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for applicable Humanities Classrooms (18/19)	\$80,000.00	Audio and Visual in the Humanities Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for applicable Industrial Technology Classrooms (18/19)	\$95,000.00	Audio and Visual in the Industrial Technology Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for applicable Science Technology Classrooms (18/19)	\$80,000.00	Audio and Visual in the Science Technology Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for applicable West End Quad Classrooms (18/19)	\$45,000.00	Audio and Visual in the West End Quad Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Instructional classroom audio & visual technology upgrade/new for all applicable Applied Technology Classrooms (18/19)	\$100,000.00	Audio and Visual in the Applied Technology Classrooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and new projectors with lamp less technology. (Excluding 205/210/211 which were already completed)	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Audio and Visual Technology Upgrade/new equipment for any applicable areas in the Center for Student Success (18/19)	\$150,000.00	Audio and Visual are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and Interactive displays with Wireless Presentation Technology. (Excluding CSS217 which was completed)	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	Conference Rooms Audio/Visual Technology Upgrade/New for all applicable Conference Rooms and PDC (18/19)	\$160,000.00	Audio and Visual in the Conference Rooms are at end - of - life and have exceeded the warranty period. All equipment will be updated including control systems and Interactive displays with Wireless Presentation Technology.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	New Updated Computers/Monitors for TSS Staff (18/19)	\$25,000.00	5 existing computers are at end-of-life and the warranty is expired.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	New Desktop Computers for IT 127 (35) (18/19)	\$110,000.00	Existing computers are at end of life and cannot support new software requirements	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	New Desktop Computers for IT 124 (35) (19/20)	\$110,000.00	Existing computer are at end of life and cannot support new software requirements.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	ATEC Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$16,500.00	ATEC Bldg (15) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX	
Technology Support Services	CACT Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$5,500.00	CACT Bldg (5) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX	

				Scoring						
Technology Support Services	CRC Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$1,100.00	CRC Bldg (1) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	CSS Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$50,600.00	CSS Bldg (46) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	HUM Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$7,700.00	HUM Bldg (7) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	IT Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$31,900.00	IT Bldg (29) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	LIB Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$29,700.00	LIB Bldg (27) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	OC Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$35,200.00	OC Bldg (32) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	PORT A/B New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$15,400.00	PORT A/B (14) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	SSV Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$73,700.00	SSV Bldg (67) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	ST Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$7,700.00	ST Bldg (7) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	STEM Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$23,100.00	STEM Bldg (21) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	THTR Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$5,500.00	THTR Bldg (5) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	WEQ Bldg New desktop computers for all applicable Faculty and Staff offices or stations. (19/20)	\$6,600.00	WEQ Bldg (6) Desktop computers will need to be replaced in accordance with the current technology plan refresh.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for STEM302 (56) (19/20)	\$140,000.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for NIT127 (iMac) (33) (19/20)	\$82,500.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for NIT106 (iMac) (33) (19/20)	\$82,500.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for NIT124 (28) (19/20)	\$70,000.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for STEM122 (iMac) (16) (19/20)	\$40,000.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for NIT125 (33) (19/20)	\$82,500.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX

				Scoring						
Technology Support Services	New computer/monitor for LIB200 (20) (19/20)	\$28,000.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX
Technology Support Services	New computer/monitor for LIB ASSESSMENT (25) (19/20)	\$35,000.00	Computers reached maximum efficiency based on manufacturers recommendation. Showing signs of deterioration and breakdowns are common. Computers are out of warranty and replacement parts are not available anymore.	XXX	XXX	XXX	XXX	XXX	#####	XXX

**Student Services Planning Council  
Resource Request Ranking 2019-20**

DEPARTMENT	DESCRIPTION	REQUESTED AMOUNT	TOTAL	AVG score	RANK
Disability Resource Center	Adjunct counseling funding	50,000	907	91	1
Admissions and Records	QLESS	10,000	893	89	2
Umoja	Adjunct counseling funding	50,000	841	84	3
Counseling	Adjunct Counselors (8)	30,240	837	84	4
Disability Resource Center	DRC Testing Space Expansion	0	877	88	5
Transfer Center	Transfer Application Scholarship (\$9,000)	9,000	789	79	9
JFK Middle College	Budgetary Augmentation	10,000	754	75	10
Admissions and Records	Honor Cords	500	741	74	11
Athletics	Athletics (excluding Athletic Trainer)	67,916	792	79	12
Career Center	Career Center internship program	24,686	695	70	13
Career Center	Career Success Coach (Short Term)	12,343	785	79	14
Student Equity	Professional Development budget -	442,010	774	77	16
Disability Resource Center	DRC Testing Modifications (PDC)	17,000	784	78	17
Student Financial Services	OnBase (Electronic Workflow software) District Need	139,370	723	72	20
Transfer Center	Transfer Cords: \$2,000	2,000	743	74	22
Student Employment Office	Requesting a change to the funding configuration for the Student Employment Personnel Specialist.	42,932	695	70	23
Athletics	Cross Country Supplies	5,000	695	70	24
Disability Resource Center	DRC Testing Modifications (PDC)	17,000	694	69	25
Student Life	Passenger Golf Cart for Student Activities	9,000	729	73	26
Athletics	Automated External Defibrillator	3,200	706	71	27
Student Services	Staff Workstation	unknown	674	67	29
Admissions and Records	Office Space for three evaluators to be housed in a single office	10,000	635	64	30
Student Life	Canopies	7,000	665	67	32
Umoja/Puente	Village Space for Communities of Color (Umoja and Puente)	unknown	673	67	33
Student Services	Health Services Clinic Build-out	123,456	630	63	35
Admissions and Records	Ergonomic/Stand up Desks	3,600	659	66	36
Counseling	Office space for Full-Time and Adjunct Counselors	unknown	648	65	37
Athletics	Athletic Golf Cart	18,000	645	65	38
Athletics	Beach Volley Ball Courts	400,000	636	64	39
Athletics	Softball Field	900,000	631	63	40
SSS-RISE	Tennisco Storage Rack	242	630	63	41
Career Center	Storage location for Career Closet	3,000	669	67	42
Student Financial Services	Default Management Services	3,500	642	64	43
Student Life	Paper for 30x40 Poster Frames	5,000	680	68	47
Student Life	8-Foot Tables for Events and Programs	5,000	597	60	51
Disability Resource	Water Dispenser and Delivery Service	Unknown	594	59	53
Athletics	PrestoSports Website Design	3,000	547	55	55
Athletics	Scoreboard Cover	1,500	575	58	56
SSS-RISE	Raynor Eurotech Apollo Chair	500	560	56	57
Upward Bound Centennial	Blumen Online for TRIO Database	1,215	538	54	58
SSS-RISE	Global Synopsis Tilter Chair	300	471	47	59

**Student Services Planning Council  
Resource Request Ranking 2019-20 (STAFF)**

POSITION	DEPARTMENT	TOTAL	Avg. Score	RANK	Notes from SSPC
Counseling Clerk II (FT)	Transfer Center	813	90	1	
IDS Counseling IDS	Counseling	790	88	2	
Transfer Center Director	Transfer Center	772	86	3	
Educational Advisor	Student Services - Guided Pathways	769	85	4	
Educational Advisor	Student Services - Guided Pathways	764	85	5	
Customer Service Clerk increase to FT	Student Financial Services	742	82	6	
Student Financial Services Analyst	Student Financial Services	742	82	7	
Educational Advisor	Student Services	734	82	8	
Customer Service Clerk	Student Financial Services	729	81	9	
Enrollment Services Coordinator FT	Admissions and Records	722	80	10	
FT or PT Customer Service Clerk	Career Center	719	80	11	
Educational Advisor	Disability Resource Center	709	79	12	T-2
Administrative Assistant I	Disability Resource Center	709	79	13	T-1
Outreach Specialist	Dual Enrollment	708	79	14	T-3
Outreach Specialist	College Outreach	704	78	15	
Administrative Assistant	Veterans Resource Center	704	78	16	
Customer Service Clerk (.0475)	Student Employment Office	703	78	17	
A&R Operations Assistant Evaluations (1FTE)	Admissions and Records	702	78	18	
Student Services Technician	Admissions & Records	700	78	19	
PT Psychological Services	Student Services	690	77	21	
Student Services Account Specialist	Student Financial Services	689	77	22	
FT or PT Customer Service Clerk	Career Center	686	76	23	

**Student Services Planning Council  
Resource Request Ranking 2019-20 (STAFF)**

Senior Interpreter (F/T)	Disability Resource Center	685	76	24	
Director EOPS/CARE/NextUp	EOPS/CARE/NextUp	683	76	25	
Student Services Technician	JFK, Dual Enrollment, Promise Program	681	76	26	
Certified Athletic Trainer	Athletics	677	75	28	
Student Financial Services Outreach	Student Financial Services	672	75	29	
Veterans Financial Aid Analyst	Admissions and Records	657	73	30	
Enrollment Services Assistant	Assessment Center	651	72	31	
A&R Operations Assistant	Veterans Resource Center	650	72	32	
CalWORKs Specialist	CalWORKs	650	72	33	Move above A&R Operations Assistant
Veterans Services Technician	Admissions and Records	646	72	34	
Enrollment Services Assistant	Student Services	645	72	35	
Assistant Director	Admissions & Records	644	72	36	
PT Student Success Coach (Foster Youth)	Academic Support Services	640	72	37	
Student Success Coach (Latinx Students)	Equity (Guided Pathways)	692	71	38	
Veterans Outreach Specialist	Admissions and Records	613	69	39	
ASNC Clerk	Student Life	625	69	40	
Director	Career Center	690	67	43	
Student Services Specialist	Student Services	593	64	46	
Assistant Director	Admissions and Records	535	58	48	
Administrative Assistant I increase to FT	Upward Bound Centennial	517	57	49	

\*Order for positions that are tied are in priority order other than where noted.

## 2019-2020 Norco College Program Review Resource Request Process (Draft 11-26-2019)

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Program Review at Norco College is on a three-year cycle, with all units undertaking Program Review in 2018. Each subsequent year, annual goals and resource requests may be added or updated as needed. All resource requests are stored in a single table called "Resource Requests 2018-2021". The annual prioritization process starts in February to ensure appropriate connection and timing related to college budget processes and institutional planning needs.

1. Annual Budget priorities for FY 2019/20 are discussed and recommended by ISPC and set by Executive Cabinet. *(February 2019)*
2. In addition to budgeting funds for regular administration of the college, Executive Cabinet designates the following allocation categories to be used for normal operations: *(March-April 2019)*
  - a. Total Program Review Resource Requests Funds (for items not funded below). \$185,000
  - b. Lottery Funds Restricted (Academic). \$360,000
  - c. Professional Development. \$25,000
  - d. Technology Allocation. \$450,000
  - e. Marketing Allocation (Strategic Development). \$110,000
3. Program reviews are authored and submitted at the end of March of every third year. In intervening years, units may submit annual updates, which may include resource requests, new goals, and/or goal changes. *(March 2019)*

Requests include items identified and justified in program review:

  - a. Items not funded in the previous year (these are rolled over if not funded)
  - b. New items that were not listed in program review but are needed now to achieve outcomes.
  - c. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities needs and non-faculty personnel).
4. Resource Requests are read by the Program Review Committee (PRC), which "Accepts" them for the record and returns them to the authors and the area VPs. The PRC Resource Requests from Accepted program reviews are categorized as ITEMS, STAFF, FACULTY and returned to the requesting department for departmental ranking of each category. *(April 2019)*
5. Area managers work with department faculty and staff to prioritize resource requests each year. *(Due 2<sup>nd</sup> Friday of May, 2019).*
  - Full-time faculty requests follow the Academic Planning Council process.
  - ITEMS and STAFF requests are prioritized by academic department or program areas and should note direct ties to college mission, strategic plan, budget priorities, and intended outcomes.
6. Area managers review prioritized list with respective departments/divisions and communicate the availability of possible funding (non-General Fund sources). Requests that can be funded immediately are acted upon by area managers before the purchasing deadline in May. *(May 2019)*
  - a. Items that can be purchased with available department funds, grant funds, restricted lottery funds may be acted upon by area managers whose decisions are informed by the department rankings.
7. Area vice presidents present remaining prioritized Resource Request for their entire area to the appropriate planning council (BFPC, SSPC, and AAPC) for discussion and ranking based on a rubric revised

each year by the respective councils. *(September, 2019)*

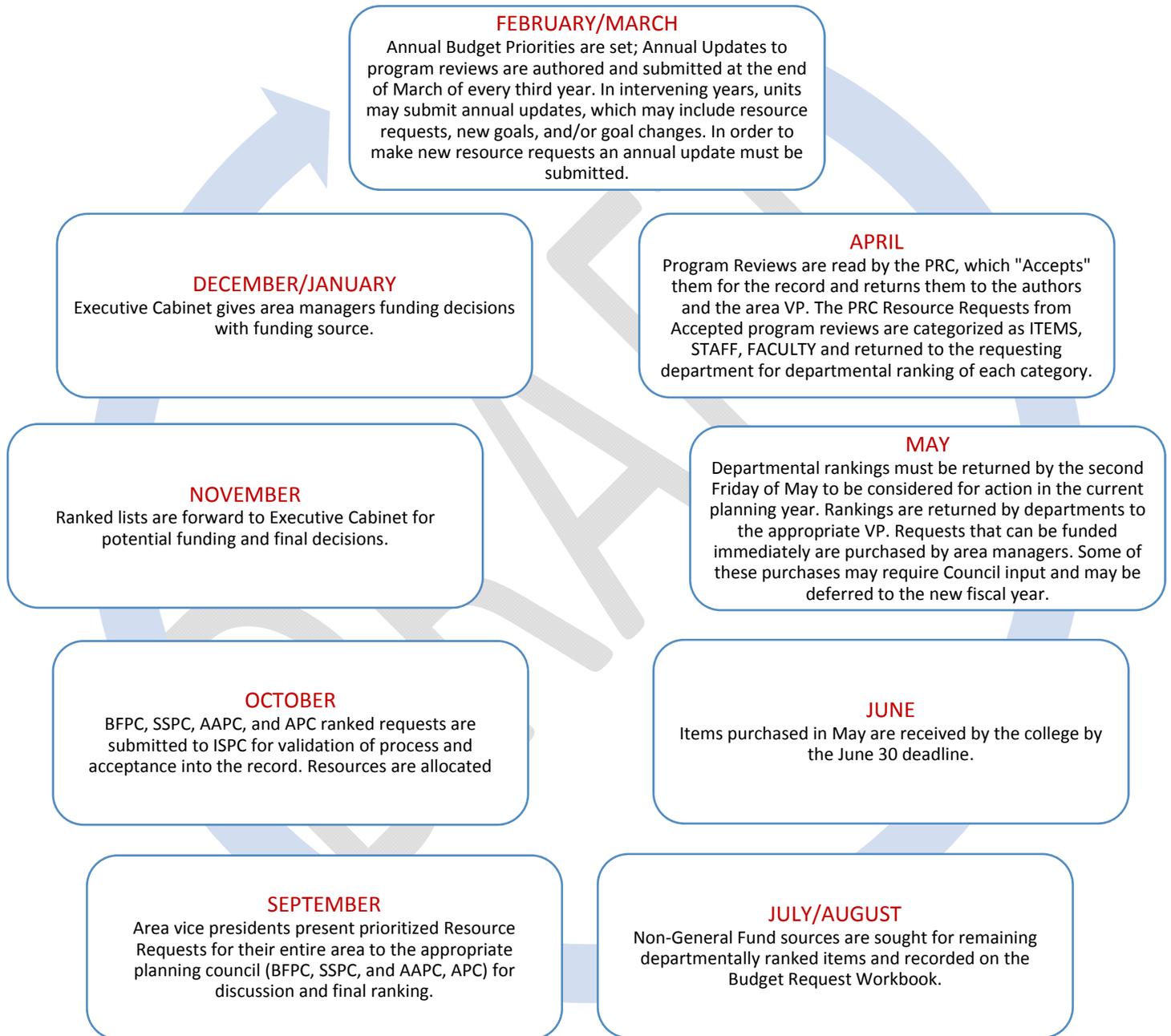
8. Area Vice Presidents present funding priorities from their respective councils to President's Cabinet for analysis and final determination of funding in accordance with strategic plan. *(September, 2019)*
  - a. Items not funded in the current year are notated with a rationale, such as:
    - Request not related to College Mission, Strategic Plan, Budget Priorities, Intended Outcomes
    - Insufficient funding
    - Not enough information provided
    - No longer needed
9. Business Services begins allocation of funds for prioritized items based on funding availability, and provides account numbers for funded items, and provides rationale for unfunded items. *(October-November, 2019)*
10. Executive Cabinet gives area managers funding decisions with funding source. *(December 2019-January 2020)*
11. Area leaders work with faculty and staff to process purchases of funded Resource Requests. *(December 2019-April 2020)*
12. Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years. *(July 2020)*
13. Annual institution wide evaluation of effectiveness of the Resource Request Procedures (RRP) takes place, results are analyzed to enable continuous improvement. *(November 2019)*
14. Area VP reviews unfunded Resource Requests for FY 19/20 and funds additional requests according to priority previously established. (If additional funding exists). *(February 2020)*

Revised 11-26-2019

## DRAFT PROGRAM REVIEW AND RESOURCE REQUEST PRIORITIZATION TIMELINE

Program Reviews (three-year) 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. Prior to the current 2018-2021 cycle, the college conducted comprehensive program reviews for the period 2014-2017.

Each year by mid-March, 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.



**DRAFT RESOURCE CATEGORIES, DESCRIPTION, GOVERNANCE RANKING**

TYPE	ITEM	DEFINITION	GOV
ITEMS	Instructional Supplies and Materials used by students and teachers as a learning resource	Software (purchased or licensed), books, textbooks (owned by the college), tests, periodicals, instructional media, digital subscriptions, library databases, and non-durable equipment. Non-durable equipment (regardless of cost) is generally not expected to last more than a year or two and is not readily repairable and therefore disposable (equipment eligibility determinations are made on a case-by-case basis in consultation with the District Controller). Expenditures NOT allowed include replacing computers in a computer lab or replacing audio-visual equipment in a classroom. Based on Education Code Section 60010(h) and 60010(m)(1).	AAPC
	Instructional Equipment, Furniture, Technology used by students as learning resource	Classroom/Laboratory Equipment, Whiteboard, Projector screen, Projector, Desks, Tables, Podium, Chairs, Desktop Computers, Laptops, Monitors, Printers, Servers, Network/Wireless infrastructure, AV/TV, Multi-media, software licensing (for first year of use), Systems for Registration, Counseling, Student Services, Learning Management Systems, Adaptive equipment for ADA/OCR.	AAPC
	Equipment and Furnishings (non-instructional)	Items designed for long term use and is generally repairable and maintainable (not consumable) and is not categorized as Technology and is not Instructional Equipment (see Technology definition). Includes machinery, copiers, vehicles, tools, lab equipment (autoclave, microscopes, etc.), cabinetry, office furnishings, etc.	AAPC or SSPC or BFPC
	Technology	Computers (desktop, laptop, tablet, laptop/tablet carts), Audi-Visual Equipment (projectors, document projectors, smart panels, sound systems, podium systems, portable AV/Computer systems, telephones), Copiers, Peripherals (printers, cable locks, etc.), Classroom Lighting, Networking, Tech Wiring (cabling and electrical drops), Software.	TECH
	Facilities	Requests for changes to facilities for program improvement or expansion purposes. Includes repurposing or re-equipping or refurbishing or remodeling or creating space, including estimated costs of facility changes.	BFPC
	Professional Development	Training, travel, participation in conferences, professional organization, workshops, state-sponsored activities	PDC
	Budget Change	Establish or Change an Ongoing Budget for Administrative Supplies, Equipment (non-instructional), Contracts and Agreements, Software Licensing (non-instructional), Special Projects, Services, Maintenance, Travel (non-prof dev), Promotional Supplies, Advertising, Outreach Support, Transportation (local), Printing.	BFPC
STAFF	STAFF	Requests for new or reclassified positions for staff, manager, professional expert, faculty coordinator, temporary employee, and ongoing special projects, including requests for changing PT to FT	AAPC or SSPC or BFPC
FACULTY	FACULTY	Requests for new. Note: replacement and temporary full-time faculty positions handled in a separate process that is not generally included in program review	APC

**Annual Budget Priorities (Sample Below)**

College annual planning and decision making on program review requests is continually informed by the Annual Budget Priorities developed and recommended by ISPC and adopted by the Executive Cabinet. Below is a sample of the DRAFT 2019/20 Norco College Budget Priorities under consideration by ISPC.

***In compliance with all regulations and laws, and alignment with Norco College’s strategic plan goals of Student, Regional, and College Transformation, the College will primarily focus its resource allocation on the following strategic objectives.***

Student Transformation

- Maximize efficient FTES generation to meet established targets and provide access
- Continue to implement Guided Pathways
- Continue to close student equity gaps
- Improve program of study completion rates
- Implement an improved professional development program

Regional Transformation

- Establish distinct regional identity
- Initiatives that impact regional development
- Invest in workforce and economic development initiatives

College Transformation

- Invest strategically in new programs that develop a “comprehensive college”
- Support integrated planning, effective governance, continuous improvement
- Strategic investment in college personnel
- Develop/improve physical facilities to meet the demands of a “comprehensive college”
- Implement technology-enhanced operational systems
- Strategic investments to increase resource capacity and revenue generating projects

**SAMPLE RANKING CRITERIA FOR 2019 PROGRAM REVIEW RESOURCE REQUESTS**

**Academic Affairs Prioritization Subcommittee**

<i>PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA</i>					
<b>COUNCIL RANK (Sum of Each Criterion)</b>	<i>To what extent does this request support student ACCESS?</i>	<i>To what extent does this request support student SUCCESS?</i>	<i>To what extent does this request support student EQUITY?</i>	<i>To what extent does this request support student SAFETY?</i>	<i>To what extent is this request supported by OUTCOMES ASSESSMENT DATA?</i>
<b>17</b>	3	4	2	5	3
AAPC Notes about request...					

# Norco College Academic Senate

## Fall 2019 Report

### Mission

The Mission of the Norco College Academic Senate is spelled out in law:

Role of Academic Senate  
Title 5: Section 53200, Definitions

*Academic Senate* means an organization "whose primary function, as the representative of the faculty, is to make recommendations to the administration of a college and to the governing board of a district with respect to academic and professional matters."

Academic and Professional Matters means the following policy development and implementation matters ("10+1"):

1. Curriculum, including establishing prerequisites and placing courses within disciplines
2. Degree and certificate requirements
3. Grading policies
4. Education program development
5. Standards or policies regarding student preparation and success
6. District and college governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation processes, including self-study and annual reports
8. Policies for faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development
11. Other academic and professional matters as are mutually agreed upon between the governing board and the academic senate

### Purpose

The purpose of the Norco College Academic Senate is spelled out in its Bylaws:

"The purposes of the Academic Senate shall be (1) to participate in the formation of policies and procedures in academic and professional matters; (2) to coordinate communication from the Riverside Community College District Academic Senate and the Academic Senates of the Moreno Valley, and Riverside City Colleges; and (3) to facilitate communication between the administration, faculty, students, and the Board of Trustees in all matters relating to community college education."

### Plans & Activities 2019-2020

- Norco College Academic Senate (NCAS) has begun the process of revising its Bylaws and Constitution, to clarify ambiguities in the language and ensure effectiveness.

- NCAS has approved new faculty representation on our Institutional Strategic Planning Council (ISPC) as follows:
  1. Academic Senate President
  2. Chair of Chairs (Enrollment Management)
  3. At-Large
  4. Arts, Humanities & World Languages representative
  5. Business, Engineering & Information Technology representative
  6. Communications representative
  7. Mathematics representative
  8. Sciences and Kinesiology representative
  9. Social & Behavioral Sciences representative
  
- NCAS is recommending that ISPC allow two additional faculty seats, so as to accommodate representation of Career & Technical Education (CTE), Counseling and Library. Note: one of these areas can be represented through the “At-Large” position.
- NCAS is convening a special meeting/workday on February 24, 2020 to address revision of its Bylaws/Constitution and to evaluate the governance structures/processes at Norco College. NCAS is working with ISPC to improve the College’s governance processes to be more effective.
- NCAS is working to revise and update the Faculty Ethics Statement.
- NCAS president and vice-president attended the Academic Senate for California Community Colleges (ASCCC) 2019 Leadership Institute in Sacramento, CA
- NCAS president attended the Area D (ASCCC) meeting in San Diego, CA
- NCAS president attended Fall Plenary (ASCCC) in Newport Beach, CA
- The following actions were taken by NCAS during Fall 2019:
  1. Approved a new Faculty Prioritization Process as recommended by Academic Planning Council.
  2. Recommended that the proposed Guided Pathways Co-Facilitator Job Description be changed to Faculty School Leads.
  3. Voted down a Resolution of Condemnation in the District Chancellor after thoughtful deliberation.
  4. Approved the College’s Institutional Self-Evaluation Report (ISER).
  5. Approved the updated District Curriculum Handbook.
  6. Approved District Summary of Regulations for Distance Education.
  7. Approved District Guide to Recommended Best Practices to Achieve Regular and Substantive Contact in Distance Education
  8. Approved faculty appointments to Professional Growth & Sabbatical Leave (PG&SL) District Committee, District Facilities Recognition & Naming Committee, and the District Course Capacity Task Force.
  9. Approved a Non-Voting Administrator for Professional Development Committee.
  10. Approved new ISPC faculty representation (nine seats).
  11. Recommended two additional faculty seats on ISPC.
  12. Approved Academic Planning Council’s Faculty Hiring Rankings.
  
- NCAS has also discussed or been informed of the following topics/issues, which may or may not be future action items or which NCAS is currently monitoring:
  1. Student Accommodations for Religious Holidays
  2. List Serve Proposal

3. Military Articulation Platform (MAP)
4. Early Childhood Education Instructional Program Plan
5. Permission to Use Faculty-Developed, Intellectual Property
6. Community College Faculty Survey of Student Engagement (CCFSSE)
7. Norco College 2019-2020 Guided Pathways Update

## Challenges

The primary challenge for NCAS has been managing the volume of reports, discussions and actions that are requested. NCAS is prioritizing action items and limiting the amount of reports, as needed. NCAS will be working with ISPC to assess and improve the governance structures at the College, which hopefully will result in a more streamlined process, allowing NCAS to spend its time productively and efficiently.

## Alignment with College Mission & Strategic Plan

NCAS is charged with making recommendations regarding all 10+1 matters, which are at the heart of our Mission and Strategic Plan. NCAS and its Standing Committees have primacy over the areas of Curriculum, Degrees and Certificates, Grading, Educational Programs, Standards or Policies regarding Student Success (Guided Pathways, for example), District and College Governance Structures, Accreditation/ISER, Faculty Professional Development, Program Review, Institutional Planning and Budget, and other matters as agreed upon with the governing board.

### College Mission (New 2019)

Norco College inspires a diverse student body by an inclusive innovative approach to learning through its pathways to transfer, professional, career and technical education, certificates, and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College encourages self-empowerment and is dedicated to transforming the lives of our students, employees, and community.

### Strategic Goals (2019-2030)

1. (Access) Expand college access by increasing both headcount and FTES #5 of 10+1
2. (Success) Implement Guided Pathways framework #5 of 10+1
3. (Equity) Close all student equity gaps #5 of 10+1
4. (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement #8 of 10+1
5. (Workforce and Economic Development) Reduce working poverty and the skills gap #5 of 10+1
6. (Community Partnerships) Pursue, develop, & sustain collaborative partnerships #4/#7 of 10+1
7. (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs #4 of 10+1
8. (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college. #6 of 10+1

9. (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture #4/#7/#10 of 10+1
10. (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts #10 of 10+1
11. (Operations) Implement professional, intuitive, and technology-enhanced systems #9 of 10+1
12. (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals. #10 of 10+1

## NCAS Membership 2019-2020

### Officers & Senators

#### Officers

Dr. Quinton Bemiller - President - (951) 372-7031  
 Dr. Virgil Lee - Vice President - (951) 738-7770  
 Mr. Kim Kamerin - Secretary/Treasurer - (951) 738-7703

#### Academic Department Representatives

#### Senators

Mr. Michael Bobo - Arts, Humanities, & World Languages - (951) 738-7733  
 Ms. Dana White - Business, Engineering, & IT - (951) 738-7739  
 Dr. Jan Muto - Communications - (951) 372-7032  
 Mr. Bob Prior - Mathematics - (951) 372-7035  
 Ms. Barbara Moore - Sciences & Kinesiology - (951) 372-7035  
 Ms. Kimberly Bell - Social & Behavioral Sciences - (951) 372-7127  
 Dr. Marie Hicks - Associate Faculty Representative

#### Alternates

Dr. Dominique Hitchcock - Arts, Humanities, & World Languages - (951) 372-7066  
 Ms. Ashlee Johnson - Business, Engineering, & IT - (951) 738-7749  
 Mr. David Mills - Communications - (951) 372-7191  
 Ms. Elisa Chung - Mathematics - (951) 372-7024  
 Dr. Jody Tyler - Sciences & Kinesiology - (951) 738-7775  
 Mr. David Payan - Social & Behavioral Sciences - (951) 372-7080

#### Academic Senate Committee Chairs

Ms. Celia Brockenbrough - Professional Growth & Sabbatical Leave - (951) 372-7022  
 Dr. Laura Adams - Assessment Committee - (951) 738-7732  
 Dr. Alexis Gray - Program Review - (951) 739-7828  
 Ms. Vivian Harris - Library Advisory Committee - (951) 739-7852  
 Mr. Michael Bobo - Distance Education Committee (951) 738-7733  
 Mr. Brian Johnson - Curriculum Committee - (951) 372-7196  
 Dr. Timothy Russell - Professional Development - (951) 738-7753  
 Dr. Kara Zamiska - Professional Development - (951) 738-7776  
 Ms. Melissa Bader - Academic Planning Council - (951) 372-7116  
 Ms. Starlene Justice - Teaching and Learning Committee - (951) 738-7783



Mr. Daniel Reade - Teaching and Learning Committee - (951) 738-7772

Other Members

Mr. Peter Boelman - CTA Liaison - (951) 372-7132

Ms. Sarah Gadalla - ASNC President/Student Representative

### **Academic Senate and Senate Standing Committees Evaluation of Effectiveness**

An annual Survey of Effectiveness of the Academic Senate and Senate Standing Committees was conducted in Spring 2019. The results of that survey are reviewed by the Academic Senate and can be found at the following link, and attached as a separate document:

[https://www.norcollege.edu/academicAffairs/ie/ir/Documents/institutional\\_data/AS\\_StandingCommittes\\_2018-19%20Data%20Summary%20%28002%29.pdf](https://www.norcollege.edu/academicAffairs/ie/ir/Documents/institutional_data/AS_StandingCommittes_2018-19%20Data%20Summary%20%28002%29.pdf)

### **Academic Standing Committee Reports**

Annual Reports from the Academic Standing Committees are provided to the Academic Senate every Spring. Those reports are linked here and attached as separate documents:

Academic Planning Council

<https://drive.google.com/file/d/1wATWKGkq4LStP4pwBrqxMt0cz0grC1MPt/view?usp=sharing>

Curriculum Committee

<https://drive.google.com/file/d/1Zf04YI9-iVfseCuo2QudjlvVU4cF1SkZ/view?usp=sharing>

Distance Education Committee

<https://drive.google.com/file/d/1j74pXVrAyR9QwDORG7qJnkTn2MZgF4Wg/view?usp=sharing>

Library Advisory Committee

[https://drive.google.com/file/d/1NQf3avUShU6e7pZc-qziKICoKTVFzj\\_h/view?usp=sharing](https://drive.google.com/file/d/1NQf3avUShU6e7pZc-qziKICoKTVFzj_h/view?usp=sharing)

Professional Development Committee

[https://drive.google.com/file/d/1BaG\\_dU54YwHltyG1zUrHwHTp0pyweZ-D/view?usp=sharing](https://drive.google.com/file/d/1BaG_dU54YwHltyG1zUrHwHTp0pyweZ-D/view?usp=sharing)

Program Review Committee

<https://drive.google.com/file/d/1uCf0OPoaHjAVRiKwJKPuMyv6rH9CCWbN/view?usp=sharing>

Teaching & Learning Committee

<https://drive.google.com/file/d/14XywDCmCg4tiTegbtRzuzqMvPVGmFjUb/view?usp=sharing>

### **Updates to Standing Committee Reports**

Distance Education Committee has provided a Fall 2019 updated report, inserted below. If other committees provide updates before the end of the Fall 2019 semester, those will be included as an addendum to this report.

## **Fall 2019 Report from the Distance Education Committee to the Norco College Academic Senate**

Statement of Purpose:

The distance education committee develops guidelines for distance education courses and recommends to the Senate policies and procedures for distance education training of faculty and students. The committee advises strategic planning committees on institutional needs and best practices for distance education.

Is the committee satisfied with its statement of purpose?

Yes.

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

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

*Norco College inspires a diverse student body by an inclusive innovative approach to learning through its pathways to transfer, professional, career and technical education, certificates, and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College encourages self-empowerment and is dedicated to transforming the lives of our students, employees, and community.*

Distance Education Committee supports the College's mission to provide multiple pathways to students who cannot study on campus. We enthusiastically seek to incorporate dynamic technologies in online education to support all four schools in the transformation of lives in our diverse College community of students, faculty and staff.

Membership: (updated November 15, 2019)

- **Michael Bobo, Co-Chair, Arts & Humanities (AHLW)**
- **Damon Nance, Co-Chair, Dean, Technology and Learning Resources (COM)**
- Vivian Harris, Arts & Humanities (COM)
- Estrella Romero, Arts & Humanities (COM)
- Walter Stevens, Arts & Humanities (AHLW)
- Lori Namazi, Business & Management (BEIT)
- Tom Wagner, Business & Management (BEIT)
- Dana White, Business & Management (BEIT)
- Sarah Burnett, Social & Behavioral Sciences (SBS)
- Marissa Iliscupidez, Social & Behavioral Sciences (SBS)
- Sandra Popiden, Social & Behavioral Sciences (SBS)
- Glen Graham, STEM (BEIT)
- Suzanne Witmer, STEM (KIN)
- David D. Chaney-Pineda, Vice President of Campus Activities (ASNC)

Is the committee satisfied with its membership?

Yes. We have been delighted to include ASNC representation this Fall in addition to all 4 Schools.

If not, what changes does the committee recommend?

Committee's Assignments to Strategic Planning Goals and Objectives 2024:

2030 Goal 1:(Access) Expand college access by increasing both headcount and FTES.

2024 Objective 1.3: Expand enrollment with strategic groups (Dual Enrollment, International, **Online**, California Rehabilitation Center, Veterans, etc.)

Does the committee feel these assignments reflect its mission?

Yes, but online education is a vital component of Goal 2 Success, Goal 3 Equity, and Goal 7 Programs which factors into the data points collected in each of these areas. Senate may consider disaggregated data for success, equity and program development based upon online modalities in all future reports and data studies.

If not, which Goals/Objectives should be removed?

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

Goal 2 Success

Goal 3 Equity

Goal 7 Programs

Please state what the committee has done or will do during the Fall 2019 semester to address each Goal and Objective mentioned above.

It is not expected that the committee address all goals and objectives each semester, this is just to ensure that in the strategic planning cycle (2019-2024) all objectives have been addressed somehow. Please include which goal and objective each activity listed addresses.

The committee has set the following **goals for 2019-2020** in response to the Strategic Planning Goals and pending changes with the new Educational Master Plan in mind:

- Collaborate with District Distance Education administrators, faculty and staff to develop a District Distance Education plan in preparation for Accreditation 2020 visit.
- Approve and endorse updated Guide to Recommended Best Practices and Summary of Regulations distributed with Teaching Assignments to all faculty online and Hybrid courses
- Support training of faculty in cooperation with RCCD Distance Education staff
- Support professional development, mentoring and training of faculty interested in online learning, including FLEX trainings, NetTutor Training and 3 Brown Bag Discussions
- Explore best practices in equity mindedness in support of the Student Equity Plan

- Support the Norco College goals to educate faculty in assessment, accessibility, and equity related to online learning with the creation of an Accessibility Team working on a District-wide Accessibility Plan
- Ensure student preparation for online learning in collaboration with ASNC through implementation of tools like Quest for Success and Smarter Measure
- Promote Pilot Programs to Norco faculty as offered by RCCD Distance Education

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

This was submitted in the Spring 2020 report to Academic Senate.

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

See the RCCD Report on Norco College Online education below using Fall 2018 online courses.

What assistance does the committee need from senate?

Norco Distance Education Committee intends to ask Professional Development funds for a team of members to attend the June 17-19, 2020 Online Teaching Conference in Anaheim. Academic Senate support would be welcomed and appreciated to better educate Norco faculty in best practices, policy development and technical innovation in online education.

See [Online Teaching Conference website](#) for details.

Additional comments?

## Norco College Distance Education Report

### Definitions

Distance Education (DE) courses, for the purpose of this report, are defined as those courses that are offered in hybrid or online format. These courses all have the common element that some seat time is replaced by interaction in the online environment. Throughout the RCCD the configuration of DE courses is not standardized. Hybrid courses vary in the amount of seat time that is replaced, and some online classes require students to participate in face-to-face proctored test situations. However, most Distance Education courses that are offered throughout the District are 51% or more online. Years listed are academic years, e.g. 2018 represents Summer and Fall semesters in 2018, and Winter and Spring semesters in 2019. All data, with the exception of first-time student data was taken from RCCD's Enrollment Management Dashboard on July 10, 2019. First-time student data was taken directly from Colleague on June 3, 2019.

### DE Growth

Percentages of Full-Time Equivalent Students (FTES) enrolled in online (OL) classes rose about 1% each year from 2014-2017, but increased 3% from 2017 to 2018 (from 7.57% in 2014 to 13.89% in 2018). Percentages of FTES in hybrid (Hyb) courses have also grown, but at a slower rate from 4.38% in 2014 to 6.06% in 2018. (Figure 1).

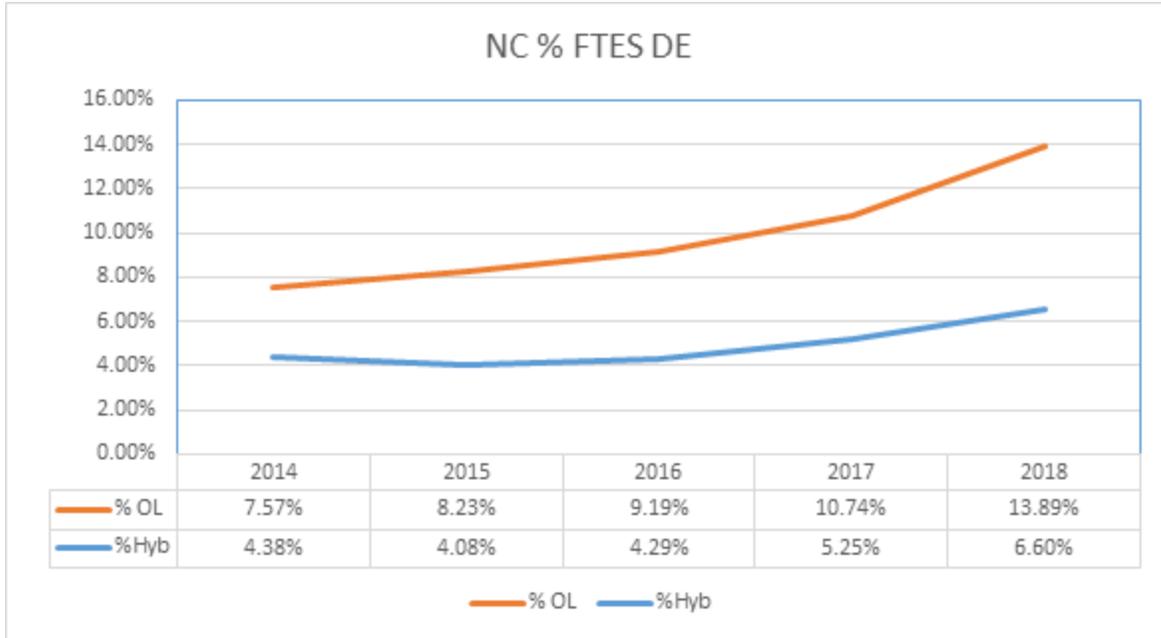


Figure 1

Retention rates at NC for non-DE courses have remained fairly constant at about 87% over the last five years. Retention rates for DE courses, both hybrid and online, are consistently lower than those that are non-DE. Between 2014 -2017, hybrid course retention rates were slightly higher than those for online courses, but retention rates for online and hybrid were both 83% in 2018 (Figure 2). Success rates for non-DE courses at NC have been varied between 71% - 74% from 2014 -2018. DE courses have success rates that are lower than those for non-DE courses, with online courses having higher success rates than hybrid courses in all years except 2017. Success rates for online courses rose 2% in 2017 from 66% to 68% and remained constant in 2018. Hybrid course success rates reached a high of 68% in 2017, but fell to 66% in 2018 (Figure 3).

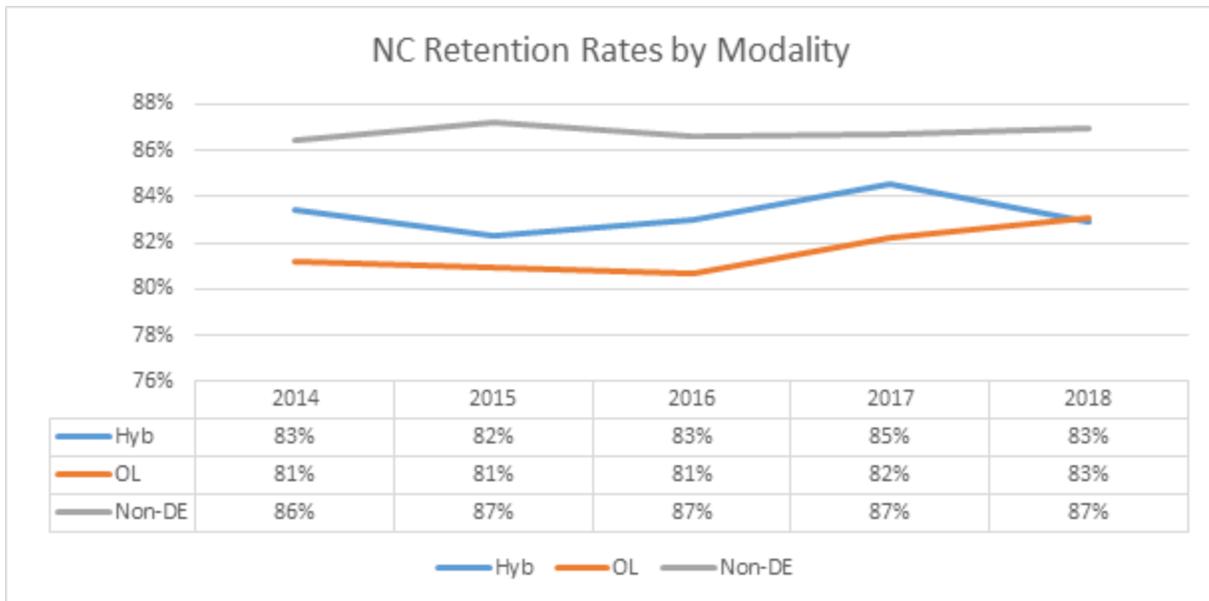


Figure 2

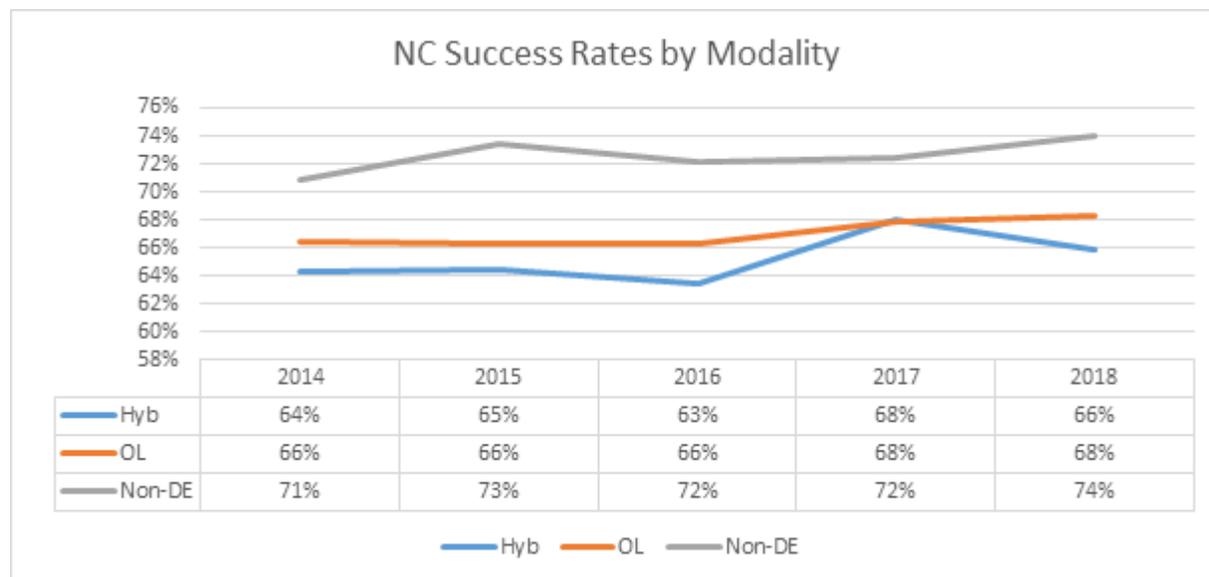


Figure 3

## Success by Department

Success rates in Non-DE courses were clearly higher than those in DE courses in the Math and Sciences and the Business, Engineering and Information Technology departments at NC. This is especially true of Math and Sciences (45% success for online and hybrid compared to 69% success for non-DE courses). Success rates for hybrid courses in the Arts, Humanities and World Languages Department were higher than rates for both online and Non-DE courses, and online success rates for Social and Behavioral Sciences were higher than hybrid or Non-DE courses (see figure 6).

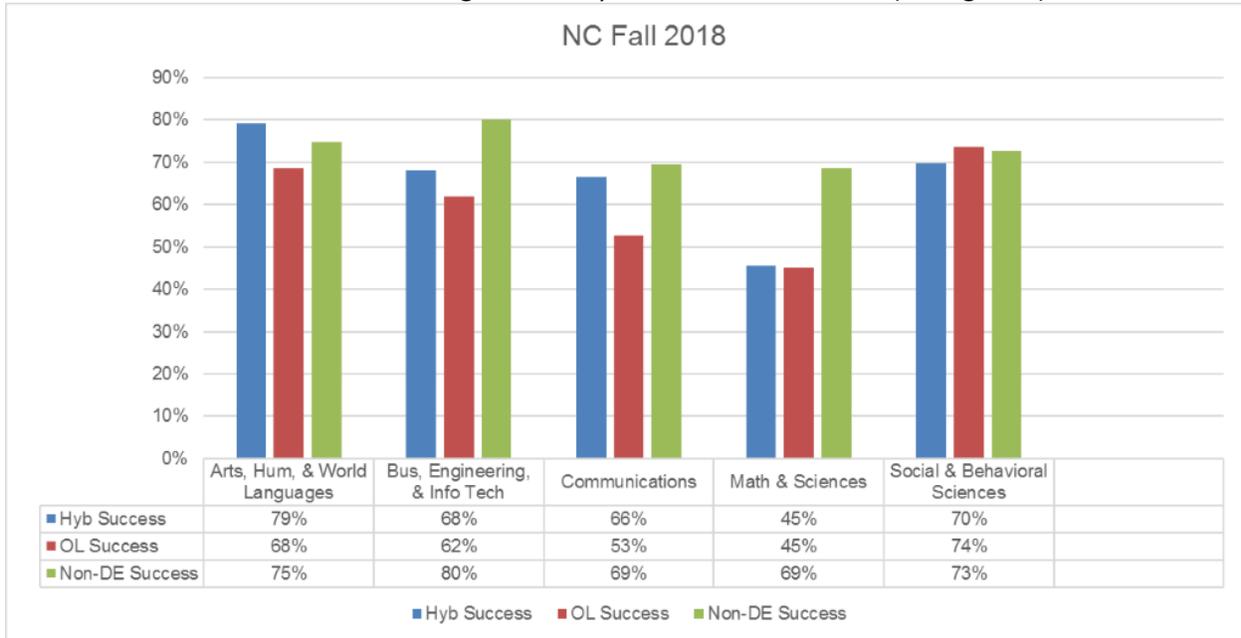


Figure 4

## First-Time Students

Twenty-six percent of first time students at NC enroll in at least one DE course (Figure 5), with first time DE students taking an average of 1.4 DE courses (888 enrolled courses/ 649 unique students). While overall success rates for DE courses have been closing the gap, and sometimes surpassing those for non-DE course during the past five years, first-time students have not been faring as well. Successful course completion (A, B, C or P) in DE courses by first-time DE students in Fall 2018 is about 60%, with most students receiving an A grade, closely followed by students receiving an F or FW grade (Figure 6). This success rate is well below the Fall 2018 success rate of 76% for first-time students in non-DE courses at NC. The percentage of first time DE students who withdraw is 15%, much higher than the 3% for Non-DE students. These data may point to a need for making an orientation to online learning a part of the student onboarding process and/or counseling efforts directed at students enrolling in DE courses.

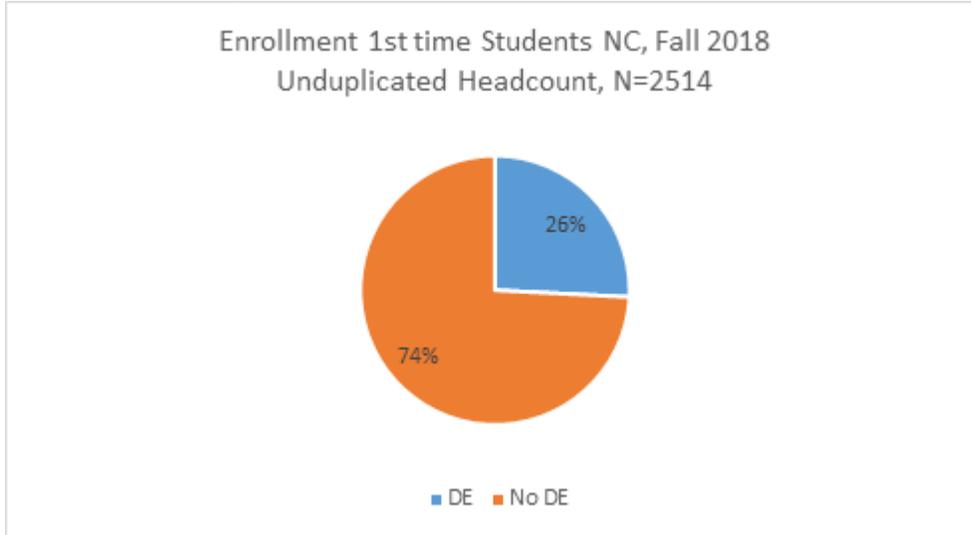


Figure 5

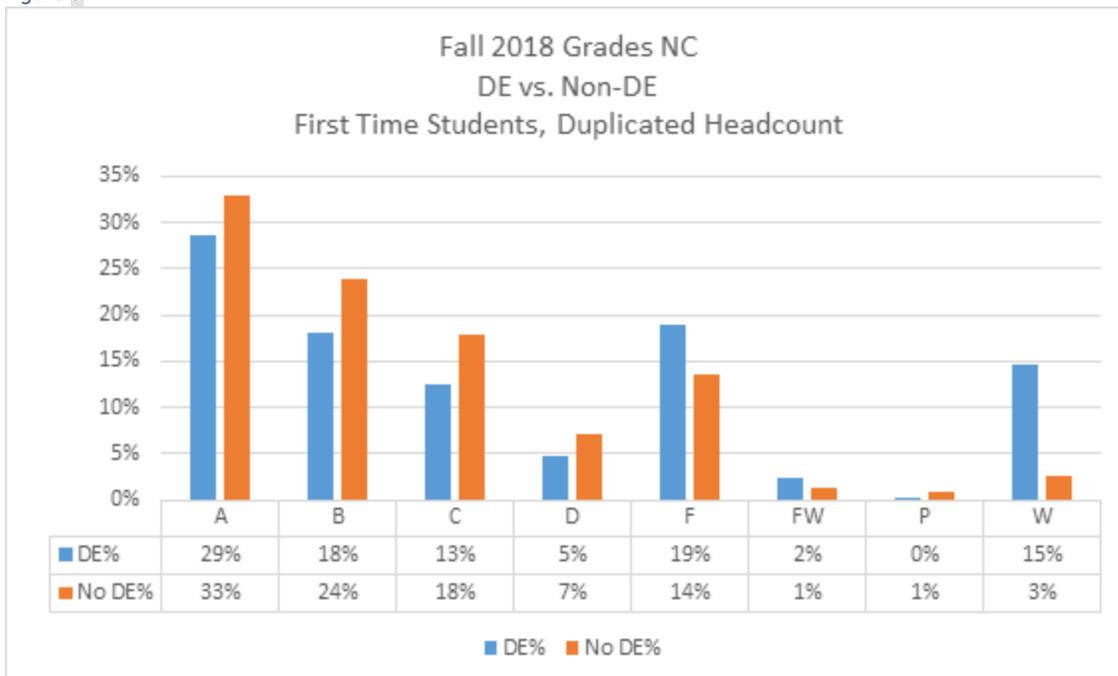


Figure 6

In disaggregating first-time enrollment by ethnicity, the largest demographic group is White students at 40%, followed by Hispanic students at 35%. The other three groups, Asian, Black and Other (Pacific Islander, Native American, or unknown) students each make up 8% of first time students at NC. When considering the percentage of each ethnic group enrolled in DE courses, the highest percentage in Fall 2018 were Black students, followed closely by Asian students at 31%. Hispanic students had the lowest percentage of enrollment in DE courses at 22% (Figures 7 and 8).

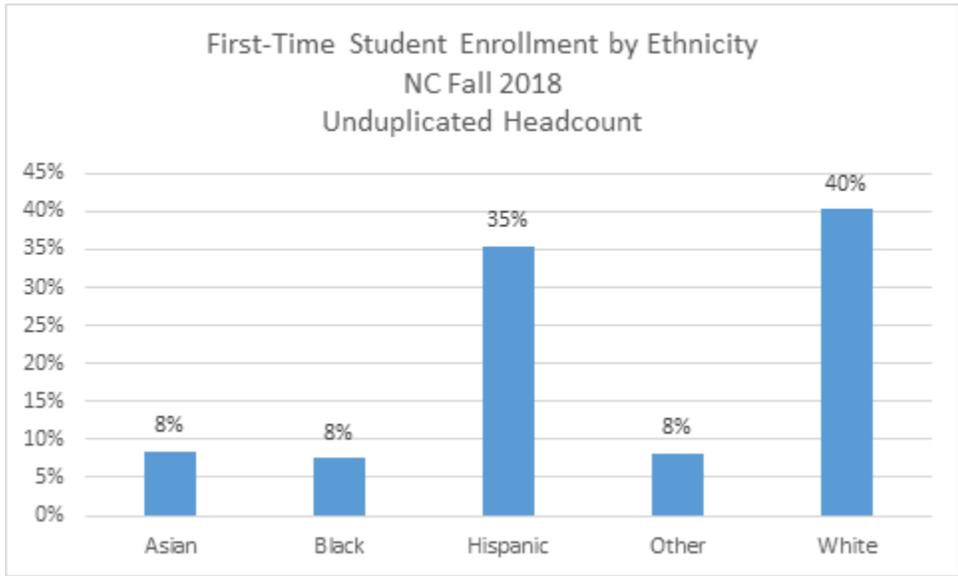


Figure 7

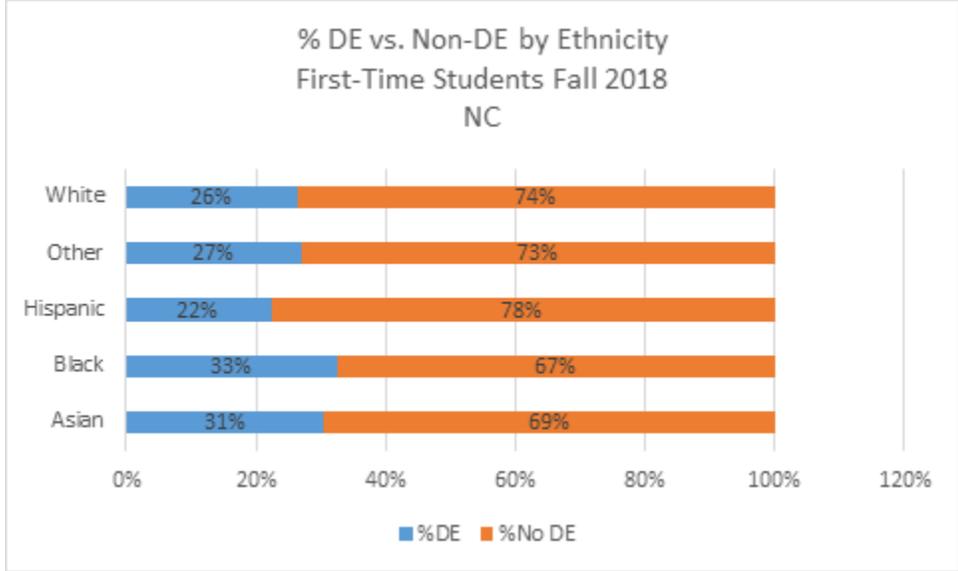


Figure 8

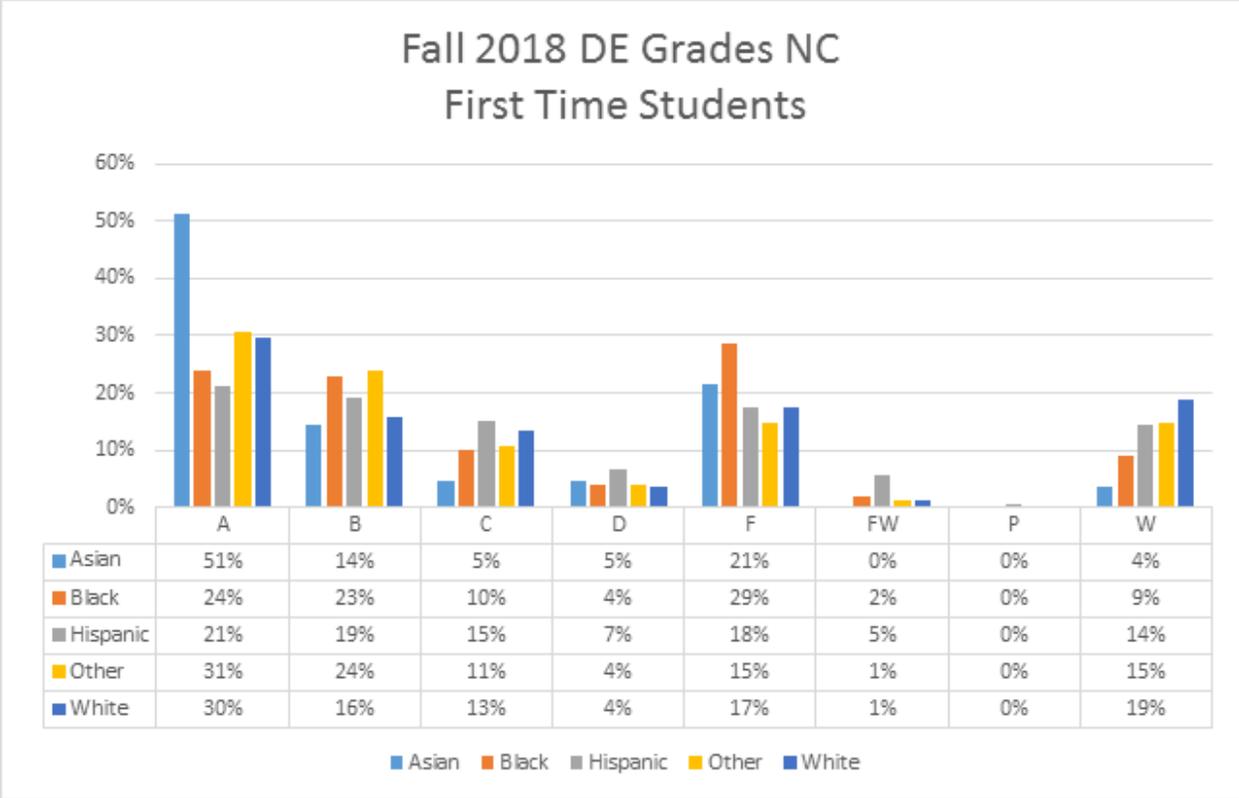


Figure 9

When the grade data are disaggregated by ethnicity, there is clearly a high percentage of Asian students earning A grades in DE courses. The percentage of Black students earning F grades is clearly higher than percentages of other students, a concern as there are high percentages of Black students enrolling in DE. Also of concern are the high percentages of White students withdrawing from DE courses, given that this group of students is largest in number of NC’s first-time DE students.

Notes: Data taken from EMD on July 10, 2019  
 OL = courses coded as OL, HYBO, and WRKO  
 HYB = courses coded as HYB  
 Non-DE = courses coded as LAB, LEC, WE, WEL, WRK

2014 = AY 2014-2015, includes Summer 2014, Fall 2014, Winter 2015, Spring 2015  
 2015= AY 2015-2016, includes Summer 2015, Fall 2015, Winter 2016, Spring 2016  
 2016= AY 2016-2017, includes Summer 2016, Fall 2016, Winter 2017, Spring 2017  
 2017=AY 2017-2018, includes Summer 2017, Fall 2017, Winter 2018, Spring 2018  
 2018= AY 2018-2019, includes Summer 2018, Fall 2018, Winter 2019, Spring 2019

\*Home college as designated on 09/01/2018. There were 71 students not included in the college-specific data, as they had not declared a home college.  
 In calculating grade data for Non-DE courses, lab courses where students receive no grade were not entered into the calculations.

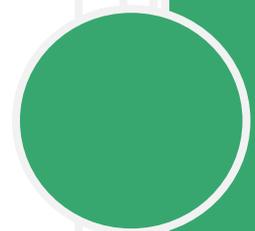
# REPORT ON ANNUAL EVALUATION CYCLE

2018-19

*Report of evidence that evaluation of planning cycle was completed*

Office of Institutional Effectiveness

11/15/2019



# REPORT ON ANNUAL EVALUATION CYCLE

2018-19

Since the initiation of SP 2010-01 in the 2009-10 academic year, Norco has had procedures in place for the evaluation of its integrated institutional planning, program review, resource allocation and decision-making processes. The purpose of this report is to present the activities during 2018-19 that fulfilled the following procedures and ensured regular evaluation of the established College decision-making structure.

## Policy Statement

On an annual basis, the strategic planning, program review and resource allocation processes of Norco College will be evaluated in an effort to ensure that:

- Planning, program review and resource allocation are effectively integrated.
- Decisions are made strategically, based on institutional data, College-wide input, and systematic planning processes focused on continuous quality improvement.
- The concerns of stakeholders (students, faculty, staff, administrators and the communities served by the college) are highly valued and regularly incorporated into the College's planning, resource allocation and decision-making processes.

## Evaluation Procedures

Evaluation of Norco College's strategic planning; program review, resource allocation and decision-making process shall be comprised of an annual cycle that includes the following elements:

1. Survey of Effectiveness of the Planning Councils: Academic Planning Council, Business & Facilities Planning Council and Student Services Planning Council – By the end of the Fall of each academic year, participating members of each planning council will be surveyed to determine their degree of satisfaction with committee level planning, program review, resource allocation and decision-making processes, annually evaluate the criteria used, and their perceptions regarding the degree to which these processes are effective and linked at the planning council level.
2. Report of Effectiveness of Academic Senate and Senate Standing Committees: In late spring of each academic year, each standing committee and the Academic Senate will participate separately in dialogue sessions to evaluate the effectiveness of their planning and decision-making processes during the academic year. In late spring, the Academic Senate will receive an executive summary from each standing committee for review and discussion at a designated Academic Senate meeting. The Academic Senate will make recommendations to and receive recommendations from each of the standing

committees based on the results of the evaluation and discussion. The academic senate will report the outcome of their evaluation to the ISPC in the following fall.

3. Memorandum from College President to Norco College – Based on the previous year’s program review requests and the prioritization process, by the end of each academic year (or as soon thereafter as budget recommendations and decisions for the subsequent academic year have been made) the College President will submit a memorandum to the college-at-large that identifies which resource requests were funded. The Memorandum shall include positions that are approved for hiring as well as other resources. In instances in which the President’s decisions do not correspond to the recommendations of the prioritization process, a detailed rationale for the decisions will be provided.
4. Progress Report on Strategic Planning/Educational Master Plan Goals, Objectives and “Dashboard Indicators” – This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at an ISPC and a Committee of the Whole meeting during the fall term of each academic year.
5. Institutional Effectiveness and Planning Survey –In late spring, the College-at-large will be surveyed to determine the degree to which the College constituencies understand and are satisfied with planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively integrated.
6. Report of Resource Allocation –After the Board of Trustees approves the budget, a report will be made to the BFPC, ISPC, and the Committee of the Whole informing them of budget allocation decisions which impact the college and district. The presentation of the report will provide ample opportunity for institution-wide dialogue. Dialogue will include the ways in which resource allocations may improve student learning.
7. Report on Annual Evaluation Cycle – This report, to be prepared by the Office of Institutional Effectiveness, will be presented to the ISPC in the fall. The ISPC will utilize the report to initiate dialogue which may include suggestions for improvements in planning, procedures, and processes.

## SURVEY OF EFFECTIVENESS OF THE PLANNING COUNCILS

This ten-question survey focuses on issues related to the prioritization of resource requests from program review, the role of each of the planning councils (Academic Planning Council, Business and Facilities Planning Council, Student Services Planning

Council), and the linkages between strategic planning, program review, assessment and decision-making with the councils. The survey was sent out to each of the councils' co-chairs on February 20, 2019 and they distributed it electronically to their respective members. A total of 17 council members responded from APC, BFPC, and SSPC with responses at 8, 3, and 6, respectively, which is relatively low compared to previous years. Overall, the Planning Councils Survey for 2018-19 indicated that respondents across all planning councils were mixed between positive and negative ratings across many questions in the survey. Despite a lower response rate and increase in negative ratings, the open-ended comments were very helpful in interpreting the negative ratings. Many of the comments focused on the lack of consistent rubric use which led to a perception that the prioritization process was subjective. The other overall takeaway from this survey is that council members' ratings on Question 10 seemed to indicate that planning processes, especially assessment, needed to improve in how well they were linked with the activities of the council. These statements provided council co-chairs valuable qualitative data on which to begin dialogue and ultimately work toward improving effectiveness of council's processes. A detailed data summary report of the 2018-19 Planning Councils Survey is available [here](#).

## REPORT OF EFFECTIVENESS OF ACADEMIC SENATE AND SENATE STANDING COMMITTEES

The Academic Senate & Standing Committees Survey of Effectiveness was distributed March 22, 2019 and a total of 71 members representing all eight standing committees plus the Academic Senate responded. The [data summary](#) comparing each committee's responses by question was distributed to the academic senate president. Each committee's co-chairs received the data summary and discussed results with their respective members. Subsequently, the co-chairs generated an executive summary based on the discussion, and reported back to the academic senate. All of the standing committees reported back to the academic senate, and the Academic Senate reports a summary of activities to the Institutional Strategic Planning Council (ISPC). The report on the 2018-19 activities was given on December 4, 2019.

## MEMORANDUM FROM COLLEGE PRESIDENT TO NORCO COLLEGE

This memorandum is an update and rationale for decisions on resource allocation for the following academic year. Resource requests were initially made known through program review, and then compiled and prioritized by the appropriate planning councils (instructional program review requests to APC, student services program review requests to SSPC, and administrative program review requests to BFPC). Once the

planning councils have set prioritization lists for requests, each list is forwarded to the ISPC to be reviewed for acceptance. If ISPC identifies any requests that may need to be re-evaluated, the list is returned to the appropriate planning council for re-evaluation. Once ISPC has accepted the prioritization lists, they are forwarded to Committee of the Whole, and then on to the president for final decision. The memorandum captures all of the decisions for resource allocation for the following year. The president's memorandum for 2018-19 was distributed on July 18, 2019. The actual memo verbatim is available [here](#).

## PROGRESS REPORT ON STRATEGIC PLANNING/EDUCATIONAL MASTER PLAN GOALS, OBJECTIVES AND "DASHBOARD INDICATORS"

Each fall semester the Dean of Institutional Effectiveness makes a presentation to the ISPC on progress in meeting strategic planning goals (same as educational master plan goals) during the previous academic year. The presentation to ISPC took place on November 20, 2019. This is the final academic year of the strategic plan which was extended to include the 2018-19 academic year, so the current report is actually a summary of outcomes for the entire strategic planning period. In tallying all the metrics (defined as points of measurement or review) for the strategic plan, there are a total of 99 metrics comprising the 2013-2018 Strategic Plan. Of the 99 metrics, 66 have either met 5-year targets or are within 90% of achieving these targets; 24 metrics are less than 90% of targets, and 9 metrics are either not quantitative or have never had targets established for them. The Report in its entirety can be found [here](#).

## INSTITUTIONAL EFFECTIVENESS AND PLANNING (IEP) SURVEY

The purpose of this survey is to give a broad constituency base at Norco College the opportunity to provide input on the effectiveness of prioritization processes, linkages between program review, planning, and resource allocation; as well as the extent to which faculty and staff are participating in those processes. In addition, issues regarding accreditation including college mission, assessment, program review, resources, campus climate, and resource allocation were included on the survey instrument. It was administered on May 20, 2019 and 75 people completed the survey. This is a marked drop off in response compared to previous years which regularly had over 100 respondents. This is most likely due to the increase in surveys administered at the end of the year which has put the college in "survey fatigue". The IEP survey contains a question requesting employee status which allows data to be disaggregated by administrator/faculty/staff categories. Overall, survey results suggested that college

constituencies felt they had a strong impact on the institutional mission, even with the mission changing from the previous year's survey. Assessment and program review received relatively agreeable ratings, with some disagreement in the meaningfulness of these activities. Data use appears to be high at Norco College, but awareness of ISS needs to increase. Human resources processes were perceived to be positive for all constituencies with some indication that training and professional development could be improved. Campus climate including items on fairness, safety, and inclusiveness contained some of the highest mean scores which was an indication of a positive climate at Norco College. Lastly, planning and resource allocation processes were rated as effective for the most part, but there was some disagreement as to whether the needs of students or areas were adequately met. In comparison to the 2018 IEP survey, most of the patterns of response across employee groups stayed fairly consistent in the 2019 survey. There was some movement downward in levels of overall agreement for management in comparison to the previous year, but the sample size will need to be considered as one possible reason for this, though not the only explanation. For a full report of this survey please see the following [link](#).

## REPORT OF RESOURCE ALLOCATION

The Vice President of Business Services made multiple reports to college constituencies regarding budget and resource allocation for the academic year in BFPC which is a standing agenda item for that council, and in ISPC on September 19, 2018 (see BFPC [handout](#)). During the presentation, topics such as new revenue, budget details, increases in categorical programs, the budget allocation model, and future challenges/opportunities were covered.

## REPORT ON ANNUAL EVALUATION CYCLE

The present report represents the final element of the annual cycle for evaluating strategic planning and decision-making processes for the 2018-19 academic year. This report was presented to the Institutional Strategic Planning Council on December 4, 2019. The council used this report as a tool by which to review and evaluate the evaluation cycle.

**ISPC Membership 2019-2020**

DRAFT

DRAFT

Faculty Representatives\*  
Administrators\*\*  
Classified Staff Representatives  
ASNC Student Representative

Faculty	Staff	Admin	Student	Total
9				
		5		
	5			
			1	
9	5	5	1	20

\* Academic Senate President; Chair of Chairs (Enrollment Management); At-Large; Arts, Humanities & World Languages Rep; Business, Engineering & Information Technology Rep; Communications Rep; Mathematics Rep; Sciences and Kinesiology Rep; Social & Behavior Sciences Rep.

\*\*One Administrator appointed in Academic Affairs, Student Services, Business Services, Strategic Development, and one at-large administrator. The president serves as a tri-chair, non-voting member.

Faculty appointments will be made by the Academic Senate in late spring.

Staff appointments will be made by CSEA in the summer.

Management appointments will be made by the President's Exec Cabinet in the summer.

Student appointment will be made by ASNC in the summer.

ISPC members will serve a three year term. Terms will rotate to ensure stability.

Quorum is 11 voting members. Faculty and Staff professional co-chairs do not vote unless there is a tie.

Institutional Strategic Planning Council:

The ISPC is the main coordinating body for all strategic planning at Norco College. The council members should represent constituency groups across the college, facilitate communication among the representative constituency group, and make recommendations to the college president after receiving institution-wide input. The ISPC's purpose is to ensure that all phases of planning and resource allocation at the college emanate from program review, have improvement of student learning as the highest priority, and are driven by the college mission and the educational master plan.

Presented to ISPC 12/4/19

# NORCO COLLEGE 2019-20 GUIDED PATHWAY PROJECTS

Guided Pathways Project Group



# GUIDED PATHWAYS FRAMEWORK

## About Guided Pathways

**The Guided Pathways framework creates a highly structured approach to student success that:**



Provides all students with a set of clear course-taking patterns that promotes better enrollment decisions and prepares students for future success.



Integrates support services in ways that make it easier for students to get the help they need during every step of their community college experience.

# GUIDED PATHWAYS PILLARS

## Four Pillars of Guided Pathways

Clarify  
the Path



Enter  
the Path



Stay on  
the Path



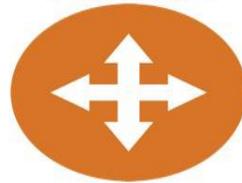
Ensure  
Learning



# GUIDED PATHWAYS PILLARS

## Four Pillars of Guided Pathways

Clarify  
the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

Enter  
the Path



Stay on  
the Path



Ensure  
Learning



# GUIDED PATHWAYS PILLARS

## Four Pillars of Guided Pathways

Clarify  
the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

Enter  
the Path



Help Students  
Choose and  
Enter Their  
Pathway

Stay on  
the Path



Ensure  
Learning



# GUIDED PATHWAYS PILLARS

## Four Pillars of Guided Pathways

Clarify  
the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

Enter  
the Path



Help Students  
Choose and  
Enter Their  
Pathway

Stay on  
the Path



Help Students  
Stay on  
Their Path

Ensure  
Learning



# GUIDED PATHWAYS PILLARS

## Four Pillars of Guided Pathways

### Clarify the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

### Enter the Path



Help Students  
Choose and  
Enter Their  
Pathway

### Stay on the Path



Help Students  
Stay on  
Their Path

### Ensure Learning



Follow Through, and  
Ensure that Better  
Practices are  
Providing Improved  
Student Results.

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Clarify  
the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

### Continued Pathway Development - Course Elective Prioritization Project

Collaborative project between Counseling and Instructional faculty to prioritize electives for Associates Degrees for Transfer (ADTs), co-led by Deans of Instruction and Student Services

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

### Clarify the Path



Create Clear  
Curricular  
Pathways to  
Employment  
and Further  
Education

2018-2019

[ENGLISH](#)  
[\(CSUGE\) NAA648](#)

See your counselor for **YOUR** plan!

The Associate in Arts in English for Transfer degree is a curricular pattern designed specifically to transfer students as English majors with junior status to the CSU system. Though the Associate in Arts in English for Transfer also provides broad general preparation for English majors entering any four-year university, students must consult the specific requirements of any non-CSU campus to which they are applying. Students earning the Associate in Arts in English for Transfer will analyze, interpret, and synthesize diverse texts in order to construct well-supported academic arguments and literary analyses, and they will encounter interpretive questions to which there are multiple plausible answers. Students earning this degree will also have exposure to a variety of literary genres and periods and will be able to illustrate a basic understanding of the ways that literature can embody cultural, intellectual, and artistic trends.

Required Courses: (19 units)

ENG-1B*/1BH*	Critical Thinking and Writing/Honors	4
LIST A	Choose from the list below	6
LIST B	Choose from the list below	6
LIST C	Choose from the list below	3

List A: Choose two courses from the following (6 units)

ENG-6*	British Lit I: Anglo-Saxon through Eighteenth Century	3
ENG-7*	British Lit II: Romanticism through Modernism/Post Modernism	3
ENG-14*	American Lit I: Pre-Contact through Civil War	3
ENG-15*	American Lit II: 1860 to the Present	3
ENG-40*	World Lit I: From Ancient Literatures to the Seventeenth Century	3
ENG-41*	World Lit II: Seventeenth Century Through the Present	3

List B: Choose two courses from the following (6 units)

*Any course from List A not already used*

Course	Units
ENGL 1A	4.0
AREA B4	3.0
AREA C1	3.0
AREA D	3.0
AREA E	3.0

Total Units: 16.0

Course	Units
ENGL 1B	4.0
ELECTIVE GROUP/LIST C	3.0
AREA A1	3.0
AREA B2	3.0
CSU ELECTIVE	3.0

Total Units: 16.0

Course	Units
ELECTIVE GROUP/LIST A	3.0
ELECTIVE GROUP/LIST B	3.0

Suggested pathway for En

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Enter  
the Path



Help Students  
Choose and  
Enter Their  
Pathway

**Career-Based Onboarding & Counseling Project**  
Collaborative project between Counseling and Career Services to develop and implement a Holistic Assessment in Onboarding and Career-based Counseling

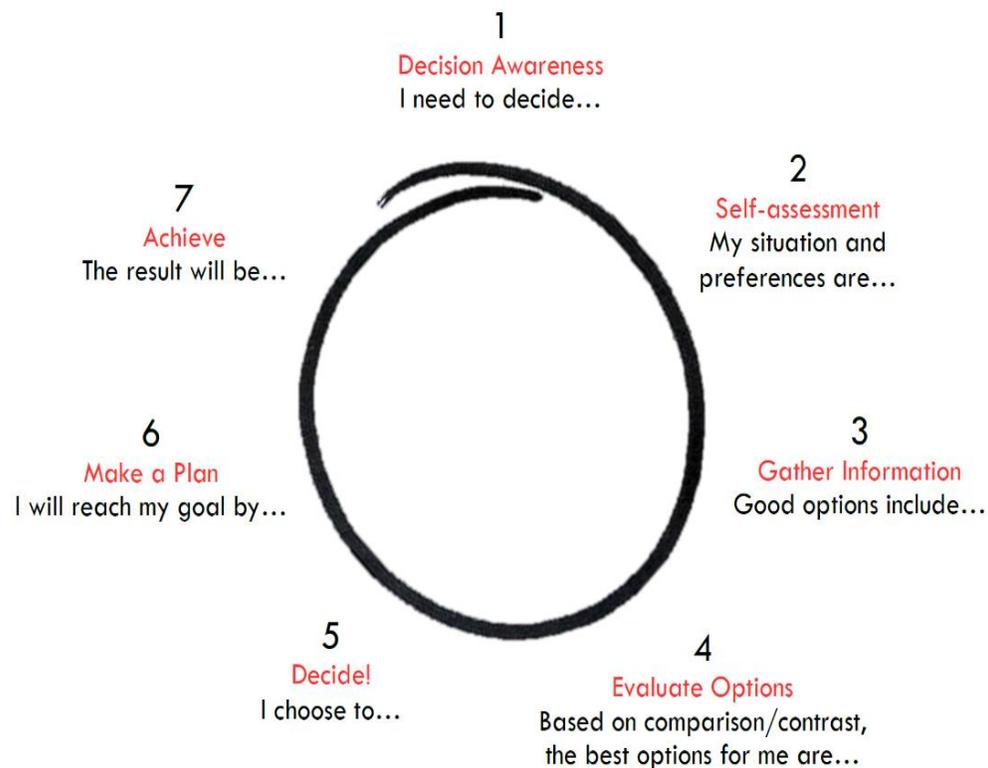
# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Enter  
the Path



Help Students  
Choose and  
Enter Their  
Pathway





# Individualized Success Planning

# 43.8%

**Norco College students who spoke to a staff member about the types of jobs their program, major, or pathway of study might lead to**

Source: Survey of Entering Student Engagement (SENSE), 2018

# 25.5%

**Norco College students who received career counseling two or more times**

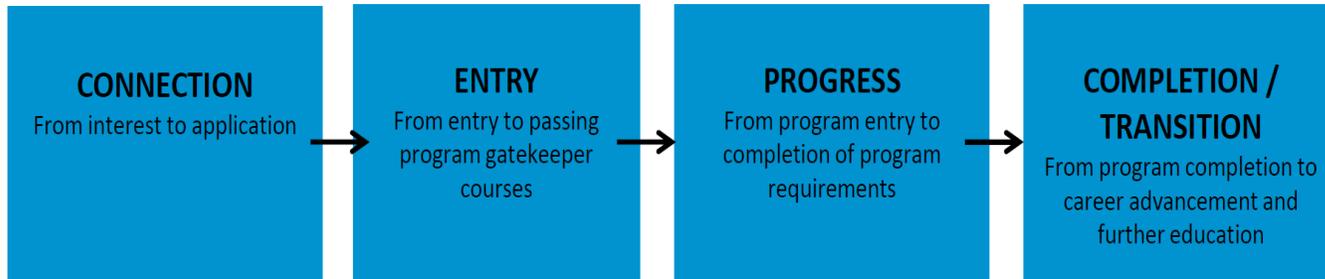
Source: Community College Survey of Student Engagement (CCSSE), 2019

## A Career-Focused Framework

- **Career Decision Making Wheel**
- Piloted with 434 Summer Adv. students, FT & PT Counselors, GUI-47, WKX-200, and ENG-91
- **Just-in-time** services and new career planning resources
- Easily applied to other major decisions along the path



# Individualized Success Planning

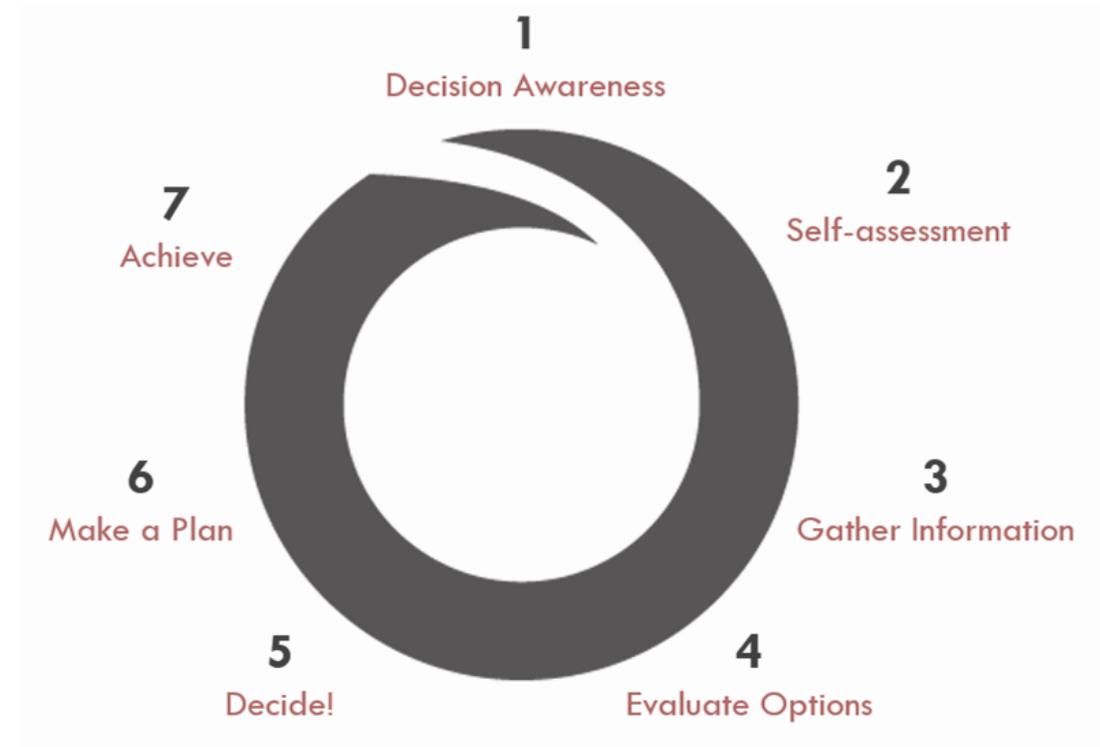


- What are my career options?
- Which college offers programs in my field of interest?
- How much will it cost and how will I pay?
- How will I get the financial supports I need to be able to attend/succeed?

- What are my program options?
- What are program requirements?
- Which program is a good fit?
- What will I take?
- Will credits transfer?
- How much time and money to finish?
- What if I change my mind about a major?

- Am I making progress?
- How do I get related work experience?
- What if I want to change majors?
- What if I am struggling academically?
- How much time and money to complete?
- How do I balance my other obligations?

- How do I transfer?
- How do I get a job in my field of interest?



# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Stay on  
the Path



Help Students  
Stay on  
Their Path

### **Student Success Benchmarks & Checklist Project**

The creation of counseling milestones and advising curriculum by Counseling faculty and staff Advisors/Coaches to define ongoing student success, as well as a student success checklist to communicate successful student practices

### **BSSOT Redesign Project**

Targeted efforts in English 50 and English 91 to increase student success through Counseling interventions, academic support, and staff engagement

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Stay on  
the Path



Help Students  
Stay on  
Their Path

### Did You Know?

- Currently, 17.3% of Norco College students complete an Associate degree in four years.
- Transfer students complete their studies at a 10.4% rate in four years.

*(Data is from the spring of 2017 and is from the Dean of Institutional Effectiveness).*



# NORCO PRIORITY PROJECTS

# Four Pillars of Guided Pathways

Stay on  
the Path



Help Students  
Stay on  
Their Path

COLL	ISRCT	CDU	Level	Number	Title	Grade	Status	Attempted	Completed	Points	G.P.A.	
----- Winter 2014 (01/2014 - 02/2014) -----												
NOR				MAT-35	Intermediate Algebra		D	( 5.00)				
								SEMIESTER TOTAL	0.00	0.00	0.00	0.0000
								CUMULATIVE TOTALS	0.00	0.00	0.00	0.0000
----- Spring 2014 (02/2014 - 06/2014) -----												
NOR				ENG-60A	Engl Fund: Sent to Paragraph	F	HD	4.00	4.00	0.00		
NOR	B			MCC-3	Intro to Tro Tools	B		3.00	3.00	9.00		
NOR	B			MIS-93	The Business of Music	F	RH	( 0.00)				
NOR	A			MIS-38	Begin Applied Music Training	W		( 2.00)	0.00	0.00		
								SEMIESTER TOTAL	1.00	7.00	9.00	3.0000
								CUMULATIVE TOTALS	3.00	7.00	9.00	3.0000
----- Fall 2014 (08/2014 - 12/2014) -----												
NOR	4E	D5	A	GEQ-3	World Regional Geog	W		( 3.00)	0.00	0.00		
NOR				MAT-35	Intermediate Algebra	W		( 5.00)	0.00	0.00		
NOR	A			MIS-38	Begin Applied Music Training	W		( 2.00)	0.00	0.00		
NOR	4B	D8	A	POL-1	American Politics	F	R	( 3.00)				
								SEMIESTER TOTAL	0.00	0.00	0.00	0.0000
								CUMULATIVE TOTALS	3.00	7.00	9.00	3.0000
----- Spring 2015 (02/2015 - 06/2015) -----												
NOR				ENG-60B	Engl Fund: Paragraph to Essay	F	HD	4.00	4.00	0.00		
NOR				MAT-35	Intermediate Algebra	A		5.00	5.00	20.00		
								SEMIESTER TOTAL	5.00	9.00	20.00	4.0000
								CUMULATIVE TOTALS	8.00	16.00	29.00	3.4286
----- Fall 2015 (08/2015 - 12/2015) -----												
NOR				ENG-50	Basic English Comp	C		4.00				
NOR	E			GSU-48	College Success Strat	B		2.00				
NOR	3B	C1	A	WRM-10	World Religions	F	R	( 3.00)				
NOR				MAT-53	College Geometry	B		3.00				
								SEMIESTER TOTAL	6.00			
								CUMULATIVE TOTALS	14.00			

### HOW LONG WILL I BE IN COLLEGE?

	Program Certificate (18 units)	Associate Degree (60units)	Bachelors Degree (120units)
One class per semester (3units)	5 Years	10 Years	20 Years
Two Classes per semester (6units)	2 1/2 Years	5 Years	10 Years
Three Classes per semester (9units)	1-1/2 years +3 units	3 Years + 6 units	6 1/2 years +3 units
Four classes per semester (12units) "full-time"	1 Years +6 units	2 1/2 Years	5 Years
Five classes per semester (15units) Average full-time load	1 Year	2 Years	4 Years

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Ensure  
Learning



Follow Through, and  
Ensure that Better  
Practices are  
Providing Improved  
Student Results.

### Community of Practice Project

The development and implementation of high-impact instructional practices, with a focus on productive persistence, led by English faculty

### Professional Development Plan Project

Creation of an institutionalized professional development structure for faculty and staff co-led by faculty leads and the Dean of Student Equity

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

Ensure  
Learning



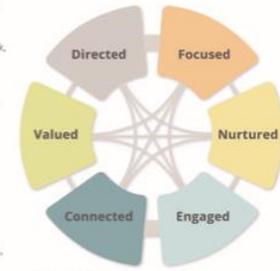
Follow Through, and  
Ensure that Better  
Practices are  
Providing Improved  
Student Results.

**Student Support (Re)defined**  
Equitable  
Integrated  
Cost Effective

### Six Success Factors that Support Student Achievement

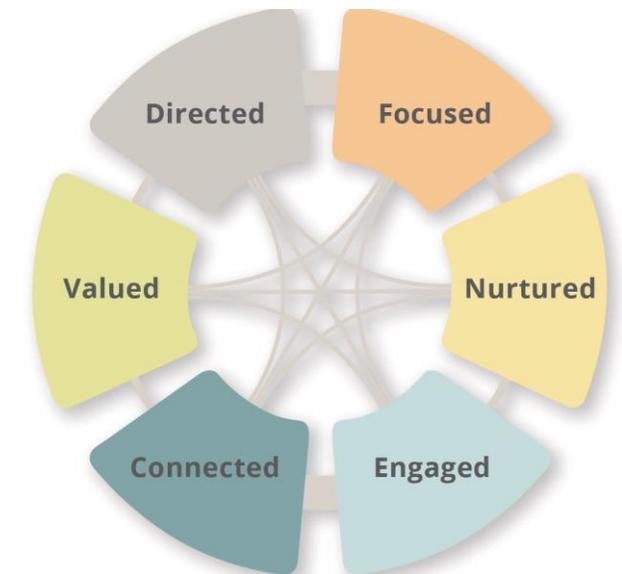
Research on community college support indicates that students are more likely to achieve their goals when the Six Success Factors are present.

- ▶ **Directed** — students have a goal and know how to achieve it.
- ▶ **Focused** — students stay on track, keeping their eyes on the prize.
- ▶ **Nurtured** — students feel somebody wants and helps them to succeed.
- ▶ **Engaged** — students actively participate in class and extracurriculars.
- ▶ **Connected** — students feel like they are part of the college community.
- ▶ **Valued** — students' skills, talents, abilities and experiences are recognized; they have opportunities to contribute on campus, and feel their contributions are appreciated.



**Six Success Factors**  
theRPgroup

What do 900 California Community College students think about these success factors? For more information, visit <http://rpgroup.org/Student-Support>



**Six Success Factors**<sup>SM</sup>  
theRPgroup

Focus on instructional best practices using a data supported framework for student support.

# NORCO PRIORITY PROJECTS

## Four Pillars of Guided Pathways

### Ensure Learning



Follow Through, and  
Ensure that Better  
Practices are  
Providing Improved  
Student Results.

### Next Steps:

- Assist with linking Assessment, Program Review, PDC and TLC to improve teaching & learning.
- Plan using best practices using a data supported practices for student success and achievement.



## RCCD - 2020 Campaign Season

On November 19, the Riverside Community College Board of Trustees voted to authorize an improvement bond measure for placement on the March 2020 ballot. The bond measure would provide funds to further buildout Norco and Moreno Valley colleges and support upgrades to the Riverside City College campus.

The bond proposal can be found here

— <https://www.rccd.edu/potentialmeasure/Pages/index.aspx>.

As a reminder, it is important that faculty and staff comply with state law, [Section 8314](#), Education Code, [Section 7054\(a\)](#), and RCCD Board Policies [2716 Political Activity](#) and [6700 Use of Facilities](#), regarding the use of District equipment, networks, resources, etc. for partisan political activity is not authorized. The support or opposition of any political candidate(s) or ballot measure(s) should not be affiliated with Riverside Community College District whether in an official, unofficial, implied or stated capacity that could be seen as a District endorsement.

Campaign and election activity in support or opposition of the measure can be conducted on our own time via your personal email, phone number, computer or mobile device. For more information on how you can participate in the upcoming bond, please refer to the guidelines below.

### **Guidelines for RCCD District Staff Involvement with a Bond Measure**

During a bond campaign, it can be confusing for District employees and the Trustees to know what can and cannot be done. While there are some restrictions, there are many ways in which administrators, professors, staff, the Trustees and community members can get involved. Most successful ballot measure campaigns rely on these individuals participating in the effort.

The law restricts community college districts from using public resources to campaign for a ballot measure. This means that District monies, facilities and equipment cannot be used to campaign for the measure. This also means that employees of a district cannot engage in campaign activities while they are “on the clock”.

However, nothing prevents an employee from participating in campaign activities before or after work, on weekends, during lunch or breaks and while on vacation. In addition, employees may provide factual and impartial information about the measure during work hours. Trustees (who are not employees) have essentially no restrictions regarding their involvement in the measure effort or advocacy campaign. Keep in mind, we are NOT lawyers. If any further legal clarification is needed, we suggest consulting the District’s legal counsel.

**When serving “on the clock” as an employee, District employees can:**

- Provide factual, unbiased information about the needs facing the District and what the measure will accomplish
- Provide factual, unbiased information about what will happen if the measure does *not* pass
- Distribute factual, unbiased flyers informing voters about the measure
- Deliver a factual presentation to an organization seeking information about the measure

**On personal time, District employees can participate in advocacy campaign efforts.**

**While “off the clock,” employees can:**

- Participate in the campaign committee
- Volunteer for the campaign
- Donate to or raise funds for the campaign
- Endorse the measure
- Wear campaign buttons
- Place a sign in their yard
- Distribute persuasive information about the measure

**When “on the clock” an employee-cannot:**

- Urge individuals to vote for or against the measure
- Distribute advocacy literature
- Recruit volunteers for the campaign
- Wear campaign buttons in an instructional setting
- Use District copiers, meeting rooms or supplies to advocate for or against the measure

**Trustees can participate in campaign advocacy efforts and do not have the same time restrictions as employees.**

**At any time, Trustees can:**

- Participate in the campaign committee
- Volunteer for the campaign
- Donate to or raise funds for the campaign
- Endorse the measure
- Wear campaign buttons
- Place a sign in their yard
- Distribute persuasive information about the measure