



# **Program Review - Overall Report**

Student Services: Enrollment Services

## Data Review

# Program/Unit Goals

## 1. Enrollment Services/Application Process - Strategic

### Program/Unit Goal

Norco College Admissions Application Process

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Strategically streamline admissions application process through a collaborate process review with the offices of Dual Enrollment and Institutional Effectiveness to decrease the time to completion of the Norco College Admissions Application. Each process has been mapped out to visually see the steps to complete the admissions application. Completion is defined (for this process) as a student receiving their Norco College student identification number and their Norco College email address. The mapping will be completed for these five processes:

- 1) Standard Norco College process
- 2) Concurrent Enrollment
- 3) CCAP Dual Enrollment
- 4) CRC Application (paper)
- 5) Middle College Dual Enrollment

### What are your plans (3-year) regarding this goal?

- 1) Process Map each process with the offices of Dual Enrollment and Institutional Technology to create an accurate process map of all steps from application to the student receiving their Norco College student I.D. and email address.
- 2) Participants Identify bottle and/or inefficient processes within each process map
- 3) The group as a whole will recommend technical, personnel, and/or process changes to decrease time to completion of the admissions application process.

Please add any relevant documents here.

### Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle ("from recruitment to alumni") (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 6.4 (Academic Affairs):** Work toward reducing recidivism through incarcerated student education (✓)

## Program/Unit Goals

- **2025 Objective 6.6 (Student Services):** Develop regional outreach and recruitment systems (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

### SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated

### Program/Unit Goal

Admissions & Records/Training & Sustainability

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Create an in-house staff training program that includes the following areas:

- 1) code compliance: training on all areas of RCCD Board Policies & Procedures, California Education Code, Federal Code, and California Code of Regulations (Title 5) as it pertains to functions of Admissions & Records such as Residency, Grades, Enrolling, Attendance, Family Educational Rights & Privacy (FERPA) and Dis-enrolling.
- 2) Self awareness and customer service: a series of training workshops for staff to learn the skillsets of Emotional Intelligence, Customer Service, Dealing with Difficult People, Active Listening, emotional intelligence, and personality typing.
- 3) Technical training on old and new Student Information Systems (Colleague and Anthology). Build Business Process Guides (that will act as future training manuals) for staff to reference during their business day.
- 4) Safety and Emergency training
- 5) Evaluations staff: general education training (CSUGEB, IGETC, CalGETC, and private)
- 6) Evaluation staff: Graduation and diploma (see 3); diploma processing and delivery to students
- 7) Create a one-year Evaluator training program that would emulate UC/CSU campuses.
- 8) Cross-training to allow staff to shift their workload to the task that needs to be completed during a specific time frame such as (CRC admissions/registration, Dual Enrollment admissions, and other special programs to close the equity gap).

### What are your plans (3-year) regarding this goal?

The Admissions & Records Office will recommend to be closed for two hours on Friday afternoons for training. Once the Welcome Center is up and running this should cause minimal disruption to services to students. Annual training for FERPA, California Educational Residency, and Safety and Emergency protocols.

### Possible Topics

All staff members to review the updated imaging (On-base) product just though many staff members have been through On-base training session this will be an opportunity for questions on the product. The A&R staff will cover Customer Service, how to deal with difficult people, how to help people and still keep the line moving, how to work as a team and help students.

The A&R staff will cover Public Safety. Arrange to have the Norco Police Department to lead the session. Develop office safety and emergency protocols.

Evaluators will cover curriculum for both AA/AS degrees and certificates at Norco College. The session will cover catalog rights, college graduation residency requirements and how to document within Colleague/Anthology when a student has earned a degree and/or a certificate.

## Program/Unit Goals

A&R staff will continue their customer service training on active listening, referral theory and decision making, diversity training, gender training, and ethical standards for the person and the college.

The Evaluators will review and cover Accreditation and the Federal and State laws that cover it, the California State University Lower Division Transfer Patterns, Upper Division units, ASSIST/ADT CalGETC, unit conversion, grade point average calculations (all the combinations).

Transcripts: All personnel connect with transcript production will meet with Institutional Technology to review the transcript production process in Colleague/Anthology. This session should allow the A&R staff to make recommendations to improve the present system that has proved to be inefficient.

A&R staff will review the process of probation, dismissal, and re-entry into Norco College. The group will review both the process map and how it interacts within the Colleague/Anthology systems and Counseling.

The Evaluators will review and cover the graduation appeals process and how it interacts with the Riverside Community College District Administrative Procedures and California law. This session will also review the forms, Parchment diploma processing and delivery and how the process interacts within the Colleague/Anthology systems.

The entire staff will review all electronic forms that are accessed by students for updating, improving, and/or discontinuing.

The entire staff will review and cover the process of grading, class roster submission and storage, transcript generation, wait-list process (in Colleague/Anthology), and the Census Roster process.

Ergonomics in the office; college led presentation on how to best setup your work area for ergonomic maximization.

**Please add any relevant documents here.**

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## Program/Unit Goals

- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
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- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
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- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)

### SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)
- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)
- **Proactive:** Students are connected to supports at the first sign of trouble, not after a situation builds to a crisis point. (✓)
- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

### Enrollment Services/Sustained, Proactive, Personalized

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#### Program/Unit Goal

Veterans Services/

#### Goal Cycle

What are you doing now in support of this goal?

What are your plans (3-year) regarding this goal?

Please add any relevant documents here.

### 3. Enrollment Services/ Modernize Office - Strategic

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#### Program/Unit Goal

Veterans Services/Modernize Office

## Program/Unit Goals

### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

Accessing student files for student support. Students complete paper forms for benefits and services.

#### What are your plans (3-year) regarding this goal?

Convert hardcopy student files into electronic files for faster access and precise organization. Create electronic forms for each service (Adobe sign). Implement the Data Base, Student Accommodation Manager (SAM) to house all electronic files in Veterans Services and convert paper files into electronic files.

The goal is to have quick access to all student veteran files for on-the-spot support for student needs.

**Please add any relevant documents here.**

### Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 4. Enrollment Services/Strategic-Integrated

### Program/Unit Goal

Veteran Services/Professional Development

### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

Coordinator attends 1-2 conferences a year

#### What are your plans (3-year) regarding this goal?

Increase participation and opportunities in Professional Development. This includes adding a Certifying Official from one to at least two people for Federal Government veterans benefits. This goal overlaps with Veteran Services modernization goal and Enrollment Services training goals.

Anthology training for veterans screens and processing.

**Please add any relevant documents here.**

### Mapping

Educational Master Plan (2020-2025): *undefined*

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- **2025 Objective 6.3 (Student Services):** Expand partnerships with regional veterans' services and support organizations (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)

SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced

## Program/Unit Goals

around. Siloes are eliminated. (✓)

- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)
- **Proactive:** Students are connected to supports at the first sign of trouble, not after a situation builds to a crisis point. (✓)
- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

### 5. Enrollment Services/Integrated

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#### Program/Unit Goal

Veteran Services/Community Relations

#### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

Veteran Services attends college functions such as club day, resources fairs and others.

#### What are your plans (3-year) regarding this goal?

Work to collaborate with other departments for integrated services. Collaborate with District Foundation for funding opportunities via grants, donations, and partnerships in the Inland Empire to support Norco College veterans.

**Please add any relevant documents here.**

#### Mapping

Educational Master Plan (2020-2025): *undefined*

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- **2025 Objective 6.3 (Student Services):** Expand partnerships with regional veterans' services and support organizations (✓)
- **2030 Goal 6: (Community Partnerships) :** Pursue, develop, & sustain collaborative partnerships (✓)

SSIP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)

### 6. Enrollment Services/FA-Training: Strategic, Integrated

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#### Program/Unit Goal

Financial Aid/Training

#### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

Assessing Financial Aid staff needs for training via questionnaires and meetings.

#### What are your plans (3-year) regarding this goal?

- 1) Cover topics such as the Family Educational Rights & Privacy Act (FERPA)
- 2) Emergency & Security training
- 3) Customer Service, Self Reflection, Active listening.
- 4) Student Support Departments at Norco College (e.g. DRC, Basic Needs, etc.)
- 5) From the trainings in number 4, create warm hand-offs for students to other Norco College services
- 6) FAFSA simplification training for 2024-2025
- 7) Anthology setup, testing, and training for the implementation.

# Program/Unit Goals

Please add any relevant documents here.

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- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 7. Enrollment Services/Re-center staff work: Strategic

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### Program/Unit Goal

Admissions & Records/Streamline work duties

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Staff assignments have been given without review or audit for efficiency. Over time the workload has become uneven and inefficient to provide the highest level of service to students, faculty, and other staff. This goal would be to begin to review staff assigned duties and streamline those duties and the processes that are embedded in the duties to become more efficient throughout the office and for each staff member.

### What are your plans (3-year) regarding this goal?

Process for streamlining work duties, processes, and create work teams within Admissions & Records:

- 1) Each Office Assistant, Technician, and Specialist will do a self desk audit of their duties and responsibilities. The self audit will be completed using the form provided (see documents)
- 2) All self desk audits will be compiled and analyzed by the Dean of Enrollment Services for opportunities to create teams, streamline efficiencies, partner with other departments, eliminate the assignment, or other outcome.

## Program/Unit Goals

- 3) Meet with staff and review recommendations of streamlining duties and processes.
- 4) After agreement, training, create a new written business process as a living document for continuous improvement and implement.
- 5) Review and request programming scripts to eliminate redundant data processing corrections using hundreds of staff hours that could be processed in a matter of minutes.

**Please add any relevant documents here.**

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SSIPP Framework: undefined

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 8. Enrollment Services/FA Streamline Processes - Strategic

### Program/Unit Goal

Financial Aid/Streamline Processes for Efficiency

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Through a Key Functions Questionnaire, reviewing every staff members functions and ranking them by importance to the Core Purpose of Financial Aid. The following process are being review and other will be reviewed as they become apparent via the questionnaire.

- 1) Community College Promise Grant re-billing process
- 2) Over payment process via Colleague and the PERC hold
- 3) The Financial Aid disbursement process and how many disbursements
- 4) Student fraud process
- 5) Dream Act applications and how they are supported and completed
- 6) Customer Services values, principles, and processes within and with other departments
- 7) Staff member workload distribution and deadlines

### What are your plans (3-year) regarding this goal?

Year one: create Business Process Maps and narrative for each process to be streamlined. Begin to plan for changes.

Year two: Implement the changes to each Business Process in the planning year. These changes may be subject to resource allocation approval to implement so if the resources are not allocated the changes will be postponed until such time as an allocation can be made. The implementation must be accompanied with an evaluation tool/strategy to measure the effectiveness of the change.

Year three: At the beginning of the year, course correct the BP to reach desired efficiency. Collect data and/or qualitative evaluation via online forms. Evaluate to determine if the process should be on the next Program Review.

**Please add any relevant documents here.**

# Program/Unit Goals

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SSIP Framework: undefined

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## 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized

### Program/Unit Goal

Financial Aid/Student Workers to staff the Welcome Center

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Assessing which support services student workers could help Norco College students with such as the FAFSA, self-service, etc.

Creating the training manuals that Financial Aid staff will use to train student workers.

Requesting a computer bank for student workers to help students on.

### What are your plans (3-year) regarding this goal?

- 1) Identify a computer bank where the student workers can support students
- 2) Recruit and hire student workers
- 3) Train student workers from the created training manual
- 4) Implement with supervision
- 5) Evaluate the support to Norco College students

**Please add any relevant documents here.**

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SSIP Framework: undefined

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- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)
- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum

# Program/Unit Goals

points. (✓)

## 10. Enrollment Services/Welcome Center: Integrated

### Program/Unit Goal

Enrollment Services/Welcome Center Integrated, Strategic

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

In the planning stages of supporting the Welcome Center with staff and trained student assistants to support incoming students with all baseline services in admissions and records, financial aid, veteran services, and general Norco College information.

### What are your plans (3-year) regarding this goal?

Cross-train enrollment services staff members in baseline services. Staff members should be able to help student in general services in admissions and records, financial aid, veterans services, and other support services found at Norco College.

Train student workers to support students during the completion of the Free Application for Federal Student Aid (FAFSA), the Norco College admissions application, and other student support services

During the second or third year, Staff Members will be trained to support student completing the CalFresh application.

At the end of the second year and beginning the third year Staff Members will be able to help students with all baseline services at Norco College and do a warm connection to the next office.

**Please add any relevant documents here.**

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## Program/Unit Goals

- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum points. (✓)

### Enrollment Services/Goal Setting: Strategic

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#### Program/Unit Goal

Upward Bound/Goal Setting

#### Goal Cycle

##### What are you doing now in support of this goal?

The Upward Bound programs have a set of goals that are tied to their program plans.

##### What are your plans (3-year) regarding this goal?

Plan an Annual Planning Retreat for two days for 6 to 8 hours a day. All staff members review their annual goals and estimate percentage of completion.

Break down each goal individually and assess the amount of staff time, human resources, time (e.g. semester, year, etc.) and budget allocation each goal will require to complete the goal. Create tracking/momentum metrics for each goal to measure progress. Create an implementation plan for each goal to kick-start the activities for the program goal.

In years two and three, track the progress of each individual goal and course correct if needed at the Annual Planning Retreat and staff meetings throughout the year.

**Please add any relevant documents here.**

### 11. Enrollment Services: Upward Bound

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#### Program/Unit Goal

Upward Bound/Planning

#### Goal Cycle

2024 - 2027

##### What are you doing now in support of this goal?

The Upward Bound programs have Annual Goals written. The programs do have a short annual planning meeting (2 hours)

##### What are your plans (3-year) regarding this goal?

Start an Annual Planning Retreat that is 2 days long and 6 to 8 hours each day. During the Annual Planning Retreat the programs will review each program goal to assess if it is still relevant to the programs. Those that are vote to move forward will begin the planning process.

Each goal will be reviewed for the following but not limited to: required personnel, time (semester, year, years, etc.), budget allocation, outside resources, meetings with people outside of the Upward Bound programs, space and reservations, travel, and other resources that may be required for the completion of the individual goal.

Plan for professional development of staff members including but not limited to national and regional conferences.

How progress, completion, and success will be measured. Upward Bound will create criteria for evaluation of the progress towards the goal, if it is completed, and if it was a success through agreed upon metrics that can be measure during the activities that contribute towards the goal. For example, increasing the amount of Upward Bound students who attend a 2 or 4 year college/univeristy. Milestones will be created to measure progress towards the student meeting the goal of matriculation into an institution of higher education. Completion of grades, grade point averages, test scores, admissions application, FAFSA completion, and other metrics to measure milestone progress.

Each individual goal will be measure for progress and success at the Annual Planning Retreat for course correct, met the goal or termination and replacment.

**Please add any relevant documents here.**

# Program/Unit Goals

## Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”) (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 12. Enrollment Services/Upward Bound: Participation Agreement. Strategic

### Program/Unit Goal

Upward Bound/Streamline UB Participation Agreement

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Has current Upward Bound participation agreement and comments from students and parents.

### What are your plans (3-year) regarding this goal?

Find an electronic solution to the Upward Bound Participation agreement. Find the efficiency gaps in the process and solve them with an electronic solution that can be processed with a cell-phone for students and parents and processed at the upward Bound office.

**Please add any relevant documents here.**

## Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 13. Enrollment Service/Business Hours: Strategic

### Program/Unit Goal

Enrollment Services/Business Hours

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Departments in Enrollment Services have different Business Hours that are not congruent with Student Services Business hours.

## Program/Unit Goals

### What are your plans (3-year) regarding this goal?

Mirror hours of operation with all Student Services Office so students will know that they can receive support during certain days and times. Included in this goal is to extend days and times during peak times such as Fall and Spring semesters when students need services the most

Please add any relevant documents here.

### Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)

SSIPP Framework: undefined

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 14. Enrollment Services/Evaluations: Sustainable

### Program/Unit Goal

Evaluations/Up front evaluations

### Goal Cycle

2024 - 2027

### What are you doing now in support of this goal?

Three Evaluators: two are fully trained.

### What are your plans (3-year) regarding this goal?

Three fully trained - full-time Evaluators work with the Applications Support Technician to enable the degree audit and the ability to input transcript data into the system for processing. The Evaluators review and audit processing for accuracy of academic course work in the system

Please add any relevant documents here.

### Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 2.1 - KPI 4 (Academic Affairs):** Increase number of degrees completed by 15% annually (✓)
- **2025 Objective 2.2 - KPI 5 (Academic Affairs):** Increase number of certificates completely by 15% annually (✓)
- **2025 Objective 2.3 (Academic Affairs):** Decrease AA degree unit accumulation from 88 to 74 total units on average (✓)
- **2025 Objective 2.4 - KPI 6 (Student Services):** Increase number of transfers 15% annually (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

## Program/Unit Goals

SSIPP Framework: *undefined*

- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum points. (✓)

### 15. Enrollment Services/Veteran Services: Second Certifying Official

---

#### Program/Unit Goal

Veterans Services/Second Certifying Official

#### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

There is only one Certifying Official in Veterans Services at this time.

#### What are your plans (3-year) regarding this goal?

Add a Certifying Official at Norco College.

**Please add any relevant documents here.**

#### Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

### 16. Enrollment Services/Digital Student I.D.

---

#### Program/Unit Goal

Enrollment Services/Digital Student I.D.

#### Goal Cycle

2024 - 2027

#### What are you doing now in support of this goal?

Physical student I.D. cards

#### What are your plans (3-year) regarding this goal?

Implement digital student I.D. cards from Colleague and Anthology so this will save funds for hard copy cards and speed up the admissions processes

**Please add any relevant documents here.**

#### Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)

SSIPP Framework: *undefined*

- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)

## Program/Unit Goals

- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum points. (✓)



## Equity

# Assessment

## 1. Enrollment Services/Application Process - Strategic

### Continuous Improvement Goal

Norco College Admissions Application Process

#### Area/Program

Admissions and Records/Admissions

#### SSIPP Framework

Strategic

#### Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

#### Assessment Method

##### How do you plan to assess this Continuous Improvement Goal?

The assessment of this goal will be with quantitative data via CCCApply and Colleague Communicator. The time to student I.D. number and email will start when the student submits their admissions application via CCCApply. The time end will stop when Colleague Communicator sends out the message. Both processes are date stamped. There will be an initial Time measurement before the activities are initiated and again after the action steps in the application process goals have been implemented.

##### Method used to assess:

Quantitative (Survey, count, measure, etc.)

##### Author

Enrollment Services

##### Date

08/19/2024

Please add any supporting documents here:

## 2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated

### Continuous Improvement Goal

Admissions & Records/Training & Sustainability

#### Area/Program

Admission and Records

#### SSIPP Framework

# Assessment

## Integrated

### Mapping

#### Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 6.6 (Student Services):** Develop regional outreach and recruitment systems (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)
- **2030 Goal 9: Workplace/Employees:** Expand workforce to support comprehensive college and develop/sustain excellent workplace culture (✓)

#### SSIPP Framework: undefined

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)
- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)
- **Proactive:** Students are connected to supports at the first sign of trouble, not after a situation builds to a crisis point. (✓)
- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

# Assessment

## 3. Enrollment Services/ Modernize Office - Strategic

---

### Continuous Improvement Goal

Veterans Services/Modernize Office

### Area/Program

Veterans Services

### SSIPP Framework

Strategic

### Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 4. Enrollment Services/Strategic-Integrated

---

### Continuous Improvement Goal

Veteran Services/Professional Development

### Area/Program

Veterans Services

### SSIPP Framework

Strategic

### Mapping

SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)
- **Proactive:** Students are connected to supports at the first sign of trouble, not after a situation builds to a crisis point. (✓)
- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 5. Enrollment Services/Integrated

---

### Continuous Improvement Goal

Veteran Services/Community Relations

### Area/Program

Veterans Services

### SSIPP Framework

Integrated

### Mapping

SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)

## 6. Enrollment Services/FA-Training: Strategic, Integrated

---

### Continuous Improvement Goal

Financial Aid/Training

# Assessment

## Area/Program

Financial Aid

## SSIPP Framework

Strategic

## Mapping

SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)
- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)
- **Proactive:** Students are connected to supports at the first sign of trouble, not after a situation builds to a crisis point. (✓)
- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 7. Enrollment Services/Re-center staff work: Strategic

---

### Continuous Improvement Goal

Admissions & Records/Streamline work duties

### Area/Program

Admission and Records

### SSIPP Framework

Strategic

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 8. Enrollment Services/FA Streamline Processes - Strategic

---

### Continuous Improvement Goal

Financial Aid/Streamline Processes for Efficiency

### Area/Program

Financial Aid

### SSIPP Framework

Strategic

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized

---

### Continuous Improvement Goal

Financial Aid/Student Workers to staff the Welcome Center

### Area/Program

# Assessment

Financial Aid

## SSIPP Framework

Personalized

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 10. Enrollment Services/Welcome Center: Integrated

---

### Continuous Improvement Goal

Enrollment Services/Welcome Center Integrated, Strategic

### Area/Program

Admissions and Records and Financial Aid

### SSIPP Framework

Integrated

## Mapping

SSIPP Framework: *undefined*

- **Integrated:** Students are seamlessly connected to information, resources, and services without being bounced around. Siloes are eliminated. (✓)
- **Personalized:** Each student receives the type and intensity of support appropriate to his or her unique and diverse needs. (✓)
- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum points. (✓)

## 11. Enrollment Services/Upward Bound: Strategic

---

### Continuous Improvement Goal

Upward Bound/Planning

### Area/Program

Upward Bound

### SSIPP Framework

Strategic

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## 12. Enrollment Services/Upward Bound: Participation Agreement. Strategic

---

### Continuous Improvement Goal

Upward Bound/Streamline UB Participation Agreement

### Area/Program

Upward Bound

### SSIPP Framework

Strategic

# Assessment

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

### 13. Enrollment Service/Business Hours: Strategic

---

#### Continuous Improvement Goal

Business Hours

#### Area/Program

Enrollment Services

#### SSIPP Framework

Strategic

## Mapping

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

### 14. Enrollment Services/Evaluations: Sustainable

---

#### Continuous Improvement Goal

Up front evaluations

#### Area/Program

Evaluations

#### SSIPP Framework

Sustained

## Mapping

SSIPP Framework: *undefined*

- **Sustained:** Students are supported throughout their full journey at an institution, particularly at key momentum points. (✓)

### 15. Enrollment Services/Veteran Services: Second Certifying Official

---

#### Continuous Improvement Goal

Second Certifying Official

#### Area/Program

Veterans Services

#### SSIPP Framework

Strategic

## Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 6.3 (Student Services):** Expand partnerships with regional veterans' services and support organizations (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)

# Assessment

SSIPP Framework: *undefined*

- **Strategic:** Students are connected to the specific supports they need, when they need them, and in an effective and efficient delivery mode. (✓)

## Assessment Method

---

### How do you plan to assess this Continuous Improvement Goal?

Reviewing # of certifications and students

#### Method used to assess:

Quantitative (Survey, count, measure, etc.)

#### Author

Veterans Resources Coordinator

#### Date

03/19/2026

#### Please add any supporting documents here:

[VRC.docx](#)

---

### Summary of Progress

#### Input Date

03/19/2026

#### Reporting Semester(s)

Fall 2024, Spring 2025, Fall 2025, Winter 2025

#### Summary of Progress

Certifications occur continuously to ensure compliance for veterans

#### Reflection on Progress

Certification is a mandate that is crucial to operations within the VRC

#### Status

4 - COMPLETED

#### Please add supporting documents here

[VRC.docx](#)

## 16. Enrollment Services/Digital Student I.D.

---

### Continuous Improvement Goal

Digital Student I.D.

#### Area/Program

Enrollment Services

#### SSIPP Framework

Sustained

### Mapping

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)

# Assessment

# Resource Requests

## Office Technician (New Position for A&R/Dual Enrollment)

### Resource Year

2026 Update

### What resources do we already have?

salary + benefits

### What resources do you need?

salary + benefits for Office Technician

### \$ Amount Requested

90,000

### Resource Type

STAFF: Classified Professional, Confidential, Mgr

### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This request supports Norco College's EMP and equity goals by expanding capacity to serve disproportionately impacted students, including dual enrollment populations, through timely and accurate admissions and records support. A new full-time position addresses increased service demand, reduces processing delays, and strengthens compliance with enrollment requirements. Outcomes such as rising application volume and service needs demonstrate that current staffing is insufficient to support continued program growth and student success.

### This request for my area is Priority #:

3

### Is this request

New

### For Administrative Use Only

### Funding Status

### Notes

A&R Operations Assistant (pay grade E) reclassified to Office Assistant (pay grade J)

### Council Ranking

11

### 2025-26 Council Ranking

9

### Mapping

Student Services: Enrollment Services: undefined

- **1. Enrollment Services/Application Process - Strategic:** Norco College Admissions Application Process (✓)
- **2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated:** Admissions & Records/Training & Sustainability (✓)
- **7. Enrollment Services/Re-center staff work: Strategic:** Admissions & Records/Streamline work duties (✓)

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 2.3 (Academic Affairs):** Decrease AA degree unit accumulation from 88 to 74 total units on average (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)

## Resource Requests

- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

### Office Construction for Financial Aid Assistant Director

---

#### Resource Year

2024 - 2027

#### What resources do we already have?

The space with two imagining workstations and a printer/copier.

#### What resources do you need?

Modular walls to create an office space

#### \$ Amount Requested

17,000

#### Resource Type

BUDGET: Facilities Building, Remodel

#### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position will support MP Goals 1.1, 1.2, 1.4, 2.6, 6.6, 3.1, 3.2, 3.3, 3.4, 3.5. Student retention is linked to a strong and efficient financial aid package and disbursement of funds. In order to run day-to-day along with short and long-term planning the Assistant Director needs a private space to create the confidential work of planning and personnel and this construction allows for additional office space to be created within the SFS physical area and creates additional critical office space needed for Norco campus.

#### This request for my area is Priority #:

3

#### Is this request

Revised

#### For Administrative Use Only

#### Funding Status

In Progress

#### Notes

The Assistant Director provides direct supervision of FA staff (classified professionals and student workers). Waiting for third quote.

#### Council Ranking

5

#### 2025-26 Council Ranking

#### Mapping

Student Services: Enrollment Services: *undefined*

## Resource Requests

- **10. Enrollment Services/Welcome Center: Integrated:** Enrollment Services/Welcome Center Integrated, Strategic (✓)
- **13. Enrollment Service/Business Hours: Strategic:** Enrollment Services/Business Hours (✓)
- **6. Enrollment Services/FA-Training: Strategic, Integrated:** Financial Aid/Training (✓)
- **8. Enrollment Services/FA Streamline Processes - Strategic:** Financial Aid/Streamline Processes for Efficiency (✓)
- **9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized:** Financial Aid/Student Workers to staff the Welcome Center (✓)

### Educational Master Plan (2020-2025): undefined

- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”) (✓)
- **2025 Objective 2.3 (Academic Affairs):** Decrease AA degree unit accumulation from 88 to 74 total units on average (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)
- **2030 Goal 12: Resources:** Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals. (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)
- **2030 Goal 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. (✓)

### For Administrative Use Only

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#### For Administrative Use Only

7/2/2024

#### Funding Status

In Progress

#### Notes

# Resource Requests

## Council Ranking

### Computer Bank for the Welcome Center

---

#### Resource Year

2024 - 2027

#### What resources do we already have?

Two computers and when Financial Aid refreshes their computers their old computers can be used with more RAM memory

#### What resources do you need?

Six to eight more computers from Financial Aid and modular furniture to house privacy booths for the computers that could be added onto the Welcome Center.

#### \$ Amount Requested

39,365.04

#### Resource Type

BUDGET: Facilities Building, Remodel

#### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This enhances the Welcome Center to service more students and allow Enrollment Services and Student Services to have more support in the area to help student complete the admissions application and FAFSA. These additional stations will avoid a bottle neck during peak times for students seeking entry into Norco College and will also allow targeted programming for groups who need to complete the admissions application and/or the FAFSA. When combined with the computer bank in counseling this hits a critical mass for programming.

#### This request for my area is Priority #:

4

#### Is this request

New

#### For Administrative Use Only

#### Funding Status

Completed/Funded

#### Notes

Completed -funded

#### Council Ranking

9

#### 2025-26 Council Ranking

#### Mapping

Student Services: Enrollment Services: undefined

- **1. Enrollment Services/Application Process - Strategic:** Norco College Admissions Application Process (✓)
- **10. Enrollment Services/Welcome Center: Integrated:** Enrollment Services/Welcome Center Integrated, Strategic (✓)
- **2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated:** Admissions & Records/Training & Sustainability (✓)
- **9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized:** Financial Aid/Student Workers to staff the Welcome Center (✓)

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)

## Resource Requests

- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

### For Administrative Use Only

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### For Administrative Use Only

7/2/2024

#### Funding Status

Completed/Funded

#### Notes

#### Council Ranking

### Office Assistant (PT @ 19 hrs) to Financial Aid Specialist (FT)

---

#### Resource Year

2024 - 2027

#### What resources do we already have?

47.5% of salary is coming from financial aid BFAP funds

#### What resources do you need?

General Funding to cover fringe benefits and increase to full-time status

#### \$ Amount Requested

72,646

#### Resource Type

STAFF: Classified Professional, Confidential, Mgr

#### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position is critical to providing SFS direct student support as well as backup to the Welcome Center. Specifically these MP Goals (1.1, 1.2, 1.3, 1.4, 2.6, 3.1, 3.2, 3.3.3.4, 3.5, 11.1) This position is the first point of contact for SFS student questions specific to each individual student scenarios.

#### This request for my area is Priority #:

7

#### Is this request

Revised

### For Administrative Use Only

#### Funding Status

4/3/2026

# Resource Requests

## Notes

Increase position from PT to FT to increase capacity in Financial Aid. Funded Temporarily for 2025-26, ranked to see if funding will continue for 2026-27

## Council Ranking

2

## 2025-26 Council Ranking

4

## Mapping

Student Services: Enrollment Services: undefined

- **10. Enrollment Services/Welcome Center: Integrated:** Enrollment Services/Welcome Center Integrated, Strategic (✓)
- **13. Enrollment Service/Business Hours: Strategic:** Enrollment Services/Business Hours (✓)
- **6. Enrollment Services/FA-Training: Strategic, Integrated:** Financial Aid/Training (✓)
- **8. Enrollment Services/FA Streamline Processes - Strategic:** Financial Aid/Streamline Processes for Efficiency (✓)
- **9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized:** Financial Aid/Student Workers to staff the Welcome Center (✓)
- **Enrollment Services/Sustained, Proactive, Personalized:** Veterans Services/ (✓)

Educational Master Plan (2020-2025): undefined

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)
- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 2.1 - KPI 4 (Academic Affairs):** Increase number of degrees completed by 15% annually (✓)
- **2025 Objective 2.2 - KPI 5 (Academic Affairs):** Increase number of certificates completely by 15% annually (✓)
- **2025 Objective 2.3 (Academic Affairs):** Decrease AA degree unit accumulation from 88 to 74 total units on average (✓)
- **2025 Objective 2.4 - KPI 6 (Student Services):** Increase number of transfers 15% annually (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)

## Resource Requests

- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

### Financial Aid Outreach Specialist (PT @ 19 hrs) to FT

---

#### Resource Year

2024 - 2027

#### What resources do we already have?

19 hour a week Financial Aid Outreach Specialist

#### What resources do you need?

\$65,490.12 to move the Outreach Specialist from 19 hours to 40 hours a week

#### \$ Amount Requested

65,490.12

#### Resource Type

STAFF: Classified Professional, Confidential, Mgr

#### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position will have a huge impact on Master Plan Goal 1, Objective 2.6: Increase percent of students who receive financial aid from 73% to 81%. Correspondently, this will also have a huge impact on Reducing the equity gap for all impacted groups as finances are the number one reason for this group of students stopping out of college. Due to the limited hours many high school requests for financial aid presentations cannot be met. The demand for financial aid presentations and workshops out weighs the availability of staffing.

#### This request for my area is Priority #:

5

#### Is this request

Revised

#### For Administrative Use Only

#### Funding Status

In Progress

#### Notes

Increase position from PT to FT to increase capacity in Financial Aid. Temporary funded for 2025-26. Reranked to determine if funding will continue for 2026-27

#### Council Ranking

10

#### 2025-26 Council Ranking

4

#### Mapping

Student Services: Enrollment Services: *undefined*

- **10. Enrollment Services/Welcome Center: Integrated:** Enrollment Services/Welcome Center Integrated, Strategic (✓)
- **6. Enrollment Services/FA-Training: Strategic, Integrated:** Financial Aid/Training (✓)
- **8. Enrollment Services/FA Streamline Processes - Strategic:** Financial Aid/Streamline Processes for Efficiency (✓)
- **9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized:** Financial Aid/Student Workers to staff the Welcome Center (✓)
- **Enrollment Services/Sustained, Proactive, Personalized:** Veterans Services/ (✓)

Educational Master Plan (2020-2025): *undefined*

- **2025 Objective 1.1 - KPI 1 (Academic Affairs):** Go from 7,366 to 8,759 total FTES (✓)
- **2025 Objective 1.2 - KPI 2 (Student Services):** Go from 14,624 headcount to 16,581 total headcount (✓)

## Resource Requests

- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 1.4 - KPI 3 (Student Services):** Increase capture rates from feeder high schools by 4% annually (✓)
- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”) (✓)
- **2025 Objective 2.5 - KPI 7 (Student Services):** Increase the number of first-time, full-time enrolled students from 508 to 900 (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 6.3 (Student Services):** Expand partnerships with regional veterans' services and support organizations (✓)
- **2025 Objective 6.4 (Academic Affairs):** Work toward reducing recidivism through incarcerated student education (✓)
- **2025 Objective 6.5 (Office of the President):** Position the college’s image and reputation as a leading academic institution in the region (✓)
- **2025 Objective 6.6 (Student Services):** Develop regional outreach and recruitment systems (✓)
- **2025 Objective 6.7 (Planning and Development):** Help establish a distinct regional identity, organization, and communication amongst our local communities (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)
- **2030 Goal 6: (Community Partnerships) :** Pursue, develop, & sustain collaborative partnerships (✓)
- **2030 Goal 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. (✓)

**Office Assistant (PT @31 hrs) to Financial Aid Specialist (FT)**

---

### Resource Year

2026 Update

### What resources do we already have?

BFAP funds cover the 31 hours (pay grade E currently)

## Resource Requests

### What resources do you need?

Funds to cover increase to 40 hours (salary and benefits and new pay grade J)

### \$ Amount Requested

60,000

### Resource Type

STAFF: Classified Professional, Confidential, Mgr

### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

The Student Financial Services Specialist would serve as a valuable buffer for the Analysts by handling essential financial aid tasks that go beyond the limited scope of the Office Assistant. This role ensures the accurate acceptance, processing, and completion of financial aid requests, including grants and loans, in compliance with federal, state, and institutional regulations. Additionally, the specialist can assess the accuracy and validity of financial aid documents, resolve conflicting information, process CCPG applications and awards waiver awards. By taking on these responsibilities, the specialist would alleviate the burden currently put on the Analysts, allowing them to focus on higher-level financial aid functions while improving overall efficiency, accuracy and compliance.

### This request for my area is Priority #:

6

### Is this request

New

### For Administrative Use Only

### Funding Status

No Action-Insufficient funding

### Notes

### Council Ranking

### 2025-26 Council Ranking

3

### Mapping

Student Services: Enrollment Services: undefined

- **13. Enrollment Service/Business Hours: Strategic:** Enrollment Services/Business Hours (✓)
- **6. Enrollment Services/FA-Training: Strategic, Integrated:** Financial Aid/Training (✓)
- **8. Enrollment Services/FA Streamline Processes - Strategic:** Financial Aid/Streamline Processes for Efficiency (✓)
- **6. Enrollment Services/FA-Training: Strategic, Integrated:** Financial Aid/Training (✓)
- **8. Enrollment Services/FA Streamline Processes - Strategic:** Financial Aid/Streamline Processes for Efficiency (✓)
- **9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized:** Financial Aid/Student Workers to staff the Welcome Center (✓)

### Student Services Specialist (PT @ 31 hrs) to FT

### Resource Year

2026 Update

### What resources do we already have?

The current 31-hour/week allocation supports an estimated annual cost of approximately \$75,000 paid by CTE.

### What resources do you need?

Transitioning this role to a full-time (40 hours/week) Student Services Specialist (Grade J) increases the total annual cost to approximately \$100,000, resulting in an additional funding need of approximately \$25,000.

### \$ Amount Requested

25,000

4/3/2026

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## Resource Requests

### Resource Type

STAFF: Classified Professional, Confidential, Mgr

**Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.**

This request supports Norco College's EMP and equity goals by expanding service capacity to meet growing demand among CTE students, who often require timely and specialized support to navigate admissions, enrollment, and program requirements. Increasing this role from 31 hours to full-time improves processing efficiency, strengthens compliance, and enhances access to critical services that support entry, persistence, and completion. Outcomes data, including increased application volume and service demand within CTE pathways, indicate that current staffing levels are insufficient to sustain program growth and student success.

**This request for my area is Priority #:**

2

**Is this request**

Revised

**For Administrative Use Only**

**Funding Status**

No Action-Insufficient funding

**Notes**

**Council Ranking**

**2025-26 Council Ranking**

10

**Mapping**

Student Services: Enrollment Services: undefined

- **1. Enrollment Services/Application Process - Strategic:** Norco College Admissions Application Process (✓)
- **2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated:** Admissions & Records/Training & Sustainability (✓)
- **7. Enrollment Services/Re-center staff work: Strategic:** Admissions & Records/Streamline work duties (✓)

**Professional Development Funds**

**Resource Year**

2025 Update

**What resources do we already have?**

\$500

**What resources do you need?**

Additional funding to maintain state and Federal compliance with Department of Education and CA regulation

**\$ Amount Requested**

3,000

**Resource Type**

STAFF: Professional Development

**Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.**

To support the strategic goals outlined in the Enrollment Services Program Review, we are requesting \$3,000 in professional development funds for the Admissions & Records (A&R) team. This funding will enhance training initiatives aligned with customer service excellence, technical system proficiency (Colleague and Anthology), regulatory compliance (FERPA, residency, grading policies), and cross-training efforts. These professional development opportunities directly support institutional objectives, including streamlining A&R processes, improving student support in the Welcome Center, and enhancing overall efficiency. Investing in staff development aligns with 2030 Goal 4: Professional Development and 2030 Goal 2: Success, ensuring that Norco College continues to provide high-quality, student-centered enrollment services.

## Resource Requests

This request for my area is Priority #:

3

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Council Ranking

2025-26 Council Ranking

13

Mapping

Student Services: Enrollment Services: *undefined*

- **1. Enrollment Services/Application Process - Strategic:** Norco College Admissions Application Process (✓)
- **10. Enrollment Services/Welcome Center: Integrated:** Enrollment Services/Welcome Center Integrated, Strategic (✓)
- **7. Enrollment Services/Re-center staff work: Strategic:** Admissions & Records/Streamline work duties (✓)

Veterans Services Specialist (31 hrs/0.775 FTE)

---

Resource Year

2026 Update

What resources do we already have?

What resources do you need?

Funding (salary + benefits)

**\$ Amount Requested**

105,000

Resource Type

STAFF: Classified Professional, Confidential, Mgr

**Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.**

This request aligns with the Educational Master Plan by strengthening student support services and improving equitable access for veteran and military-affiliated students. Increased staffing will support timely processing, reduce barriers to enrollment, and promote persistence and completion. The need is supported by increased service demand and the complexity of VA certification requirements, requiring additional capacity to maintain efficiency and compliance.

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

Notes

Council Ranking

2025-26 Council Ranking

# Resource Requests

## Mapping

Student Services: Enrollment Services: undefined

- **15. Enrollment Services/Veteran Services: Second Certifying Official:** Veterans Services/Second Certifying Official (✓)
- **Enrollment Services/Sustained, Proactive, Personalized:** Veterans Services/ (✓)

## Student Services Specialist (A&R for Dual Enrollment)

---

### Resource Year

2026 Update

### What resources do we already have?

Currently have 1 FT Student Services Specialist and 1 FT Office Assistant supporting Dual Enrollment.

### What resources do you need?

salary + benefits for FT role

### \$ Amount Requested

100,000

### Resource Type

STAFF: Classified Professional, Confidential, Mgr

### Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

The addition of a Student Services Specialist dedicated to dual enrollment and high school programs supports EMP and equity goals by expanding access, improving onboarding, and increasing successful transitions from high school to college for disproportionately impacted student populations. Outcomes data indicate continued growth in dual enrollment participation alongside operational bottlenecks in admissions, onboarding, and student support, which can delay enrollment and reduce persistence. This position will enhance service capacity, streamline processes, and provide targeted support to high school students, resulting in improved enrollment yield, retention, and early momentum metrics aligned with the college's strategic priorities.

### This request for my area is Priority #:

4

### Is this request

New

### For Administrative Use Only

### Funding Status

### Notes

### Council Ranking

### 2025-26 Council Ranking

## Mapping

Student Services: Enrollment Services: undefined

- **1. Enrollment Services/Application Process - Strategic:** Norco College Admissions Application Process (✓)
- **7. Enrollment Services/Re-center staff work: Strategic:** Admissions & Records/Streamline work duties (✓)

## Upward Bound Office Furniture

---

### Resource Year

4/3/2026

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# Resource Requests

2026 Update

## What resources do we already have?

Current grant funding supports all positions and professional development, travel, and student support (supplies/meals/travel), but does not support furniture.

## What resources do you need?

\$2500

## \$ Amount Requested

2,500

## Resource Type

ITEM: Equipment, Services, Software, Furniture

## Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

The Upward Bound Programs are unable to utilize federal grant funds to purchase office furniture, including desk chairs. This request supports Norco College's EMP goals by promoting a safe, healthy, and productive work environment for staff. Providing ergonomic chairs reduces the risk of workplace injury and supports employee well-being, which is essential for maintaining effective program operations and consistent student support services. This investment ensures staff are equipped with the necessary resources to perform their duties efficiently in alignment with program goals.

## This request for my area is Priority #:

## Is this request

New

## For Administrative Use Only

## Funding Status

## Notes

## Council Ranking

## 2025-26 Council Ranking

## Mapping

Student Services: Enrollment Services: *undefined*

- **11. Enrollment Services: Upward Bound:** Upward Bound/Planning (✓)
- **12. Enrollment Services/Upward Bound: Participation Agreement. Strategic:** Upward Bound/Streamline UB Participation Agreement (✓)

## Faculty Hiring Resource Requests

### Program Review Reflections

---

**What would make program review meaningful and relevant for your unit?**

To make program review more meaningful, I would like a dashboard of metrics setup to measure progress towards the goal.

**What questions do we need to ask to understand your program plans, goals, needs?**

How are these goals leading indicators to the Institutional Goals or lagging indicators.

**What types of data do you need to support your program plans, goals, needs?**

I am still in progress in accessing the relevant data for most of the goals. I will work with Alex to setup spreadsheets until data dashboards can be constructed.

**If there are any supporting documents you would like to attach, please attach them here.**

### Submission

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**All parts of my Program Review have been completed and it is ready for review.**