NORCO COLLEGE

Minutes
Norco Academic Senate Meeting
August 28, 2023
1:30 - 3:30 PM | CSS-217 & via Zoom

Meeting called to order at 1:31 PM.

1. Attendees
   <u>Officers, Senators, Alternates, and Committee Chairs & Liaisons</u>: Jesus Andrade, Hayley Ashby, Michael Bobo, Kimberly Bell, Courtney Buchanan, Alexis Gray, Vivian Harris, J. Marie Hicks, Ashlee Johnson, Brian Johnson, Daren Koch, Lisa Nelson, Dan Reade, Tim Russell, Jody Tyler, Steff Warsinski, Patty Worsham

   <u>Guests</u>: Quinton Bemiller, Peggy Campo, Zina Chacon, Ashley Etchison, Monica Green, Lisa Hernandez, Erin Spurbeck, Ruby Valdovinos, Kaneesha Tarrant

2. Approval of Agenda
   M/M. Hicks, S/L. Nelson; Approved by Consensus

3. Approval of May 15, 2023 minutes
   M/D. Reade, S/M. Hicks; Approved by Consensus

4. Comments from the Public
   None

5. CTA Report- A. Covarrubias, V. Lee
   - No Report

6. Officer Reports
   A. Secretary/Treasurer (Hayley Ashby)
      - The membership dues for ASCCC are due 9/30/23 and Claudia Figueroa has facilitated payment in the amount of $3,243.06
   B. Vice-President (Dan Reade)
      - No Report
   C. President (Kimberly Bell)
      - Held a moment of silence for faculty member, Barbara Moore, who passed away at the end of the Spring 2023 Semester; Remembrance celebration on September 19, 2023, at college hour in CSS 217
      - Tree dedication for Marissa Iliscupidez on October 17, 2023, at college hour between Student Services Building and the Police/Safety Office
      - Ruth Leal experienced a medical emergency; she is recovering, but has a long recovery ahead; marketing services are still available
      - New school reorganization is effective now and we are using those for the new chairs; want to have new senators in place for the October 2, 2023 meeting; one senator and one alternate per school; retreat coming up in October 20-21 , 2023 and we need two representatives from each of the schools, senator and alternate

or designee; standing committee chairs are invited and should attend or send a designee; meals and hotel room will be covered – Orange County Hilton in Costa Mesa; attendees will need to submit a travel request for mileage; finalized agenda to come and may be adjusted to start a bit later to allow for the commute; FLEX credit should be available; may be revisiting structure of senate going forward in terms of membership; standing committees will also make the adjustments for the new school structure

- Bookstore transition based on the recommendation of a group that was convened to do an assessment every three years; the College currently has Follett and will be moving back to Barnes and Noble; employees may carry over during the transition; transition in process and will be effective Spring Semester 2024

7. College Reports:
   A. Associated Students Senate Representative
      - Jesus Andrade is the new ASNC representative
      - Last Friday was the first ASNC meeting; ASNC appointed 13 individuals
      - General updates were made to the ASNC webpage
      - In possession of the mustang statue, but working on placement; the need to install handrails is delaying placement
      - Ice cream Day August 28-30, 2023;2nd week of September 12-13, 2023, is Club Rush
   B. President (Monica Green)
      - Enrollment is at 93.6% of our target; scheduled heavier for Fall (44% of target) to adjust throughout the year; adding accelerated courses and starting a campaign to let students know they are available
      - Equity and Guided Pathways Summit on September 14, 2023 (half day with hybrid option) and September 15, 2023 (in person); Rob Johnston is the keynote speaker and facilitator; traditional Guided Pathways meeting format with concurrent sessions and team time for action planning
      - The Document Control System was approved and parts of it will be prioritized for implementation
      - Update on recruitments: Filling Vice President, Planning and Development and Dean of Instruction, filled Interim Vice President of Academic Affairs (Carol Farrar) with a spring recruitment for a permanent replacement; Assistant Dean for Financial Aid is a new position essential to meet requirements and aligns with the position at other colleges (10 new grants that need support)
   C. Vice President of Academic Affairs (Q. Bemiller-Sub)
      - Happy second week and thanks to the faculty for adding students and encouraging them to process the add codes as soon as possible
      - Anticipating 100 FTEs more from CRC that will bring us up to 97%
      - First Thursdays of CAP hour will support students in careers and academic pathways

8. Standing Committees & Liaisons Reports
   APC (P. Worsham)
      - Meeting on September 8, 2023
   Curriculum (B. Johnson)

- District Curriculum meets next week and will have an update on course numbering process

Distance Education (R. Hitch)
- Meets on September 14, 2023; needs Business Management, Science, and Human and Public Services representatives

Program Review (T. Russell)
- This is a comprehensive year and Nuventive will open in mid-October

TLC (L. Hernandez)
- Our first Brown Bag event is on September 12, 2023 from 12:50-1:50pm in IT 125; drop-in at any point during that time slot
- Eight faculty have kindly agreed to share their Canvas sites; variety of levels (beginner, intermediate, and advanced) and subjects/disciplines will be on display; no formal presentations/speeches will take place as it is just a moment to peruse others' sites; Hope to see you there

Accreditation (H. Ashby)
- Provided an update on the Midterm Report via a presentation on FLEX Day
- Midterm Draft is in the process of being finalized and will go out this week after review by college leadership
- Requesting all hands on deck to make sure it is accurate; we need everyone's eyes on the draft and there will be one week to review this version prior to the 1st read at the next Academic Senate meeting; there will be additional opportunities to review prior to approval

DBAC (C. Buchanan)
- Met on August 25, 2023; discussed the state budget and the adopted budget; there have been some changes; Kinesiology Building is still on the list for $32 million, but matching funds are required and will need to be raised through a bond measure; if the district meets the FTEs target, we will have recovered from the pandemic deficit

DSPC (V. Harris)
- New structure was not approved by the Chancellor, and he brought back some feedback and recommendations with changes he would like to see; the Academic Senate president is continuing to recruit; changes are confusing and DSPC members requested a visual for clarity

Guided Pathways (K. Bell)
- Working with the deans to ensure attendance at the Equity and GP Summit

Prison Education Program (L. Nelson)
- August 8, 2023, graduation at CRC; awarded degrees to 36 individuals who were there and 54 total degrees; Pitzer College awarded 3 bachelor's degrees to former Norco graduates

Equity (A. Johnson)
- Separated into two faculty inquiry teams related to onboarding and momentum; teams are collecting data for analysis and will bring the information back to the College

PGSL (V. Harris)
- September 21, 2023 is the deadline to submit for the October 5, 2023 meeting
- October 19, 2023 is the deadline to submit for the November 2, 2023 meeting
- November 16, 2023 is the deadline to submit for the December 7, 2023 meeting
- Sara Nafzgar will be the new faculty representative on PGSL for Norco College

9. Action Item: Senate President Appointments (K. Bell)
   - Approval of new Senate President appointments: See attachment in SharePoint; appointments pending the overall approval of the DSPC structure approval
     M/A. Gray, S/M. Hicks; Approved by Consensus

   Information Items:
10. District Committee/Sub Committee Recruitment (K.Bell)
    - Positions are still needing to be filled; need representatives for TLC – GP Subcommittee (ideally from Diversity, Equity, Inclusion and Accessibility Committee); Non-Credit Subcommittee; HR Committee from Norco; Diversity, Equity, Inclusion and Accessibility Subcommittee; Resources Committee (IT and Cybersecurity); Study Abroad at the district level

11. Region 9 Rising Mentors and Fellows (K.Bell)
    - Started with three; one fellow got a job; two mentors/fellows in counseling
    - Erin Spurbeck (mentor) and Martha Ramirez (fellow)
    - Amy Kramer (mentor) and Elio Lopez (fellow)
12. AP 2110 HONORARY AND POSTHUMOUS DEGREES (K.Bell)
    - Voted on one of two options for language and referred it back to the Curriculum Committee; District Academic Senate approved it in Spring 2023 Semester at their last meeting
    - Lot of revisions for this BP due to language required for Ed Code and Title 5
13. BP 6210 ACADEMIC EMPLOYEES (K.Bell)
    - This BP needs to be in place by October, so Senate presidents met with legal counsel to complete the revision
    - It says that we will have diversity, equity, inclusion, and accessibility as part of evaluation criteria; the revision does not define how we do it in our district; the "how" of implementation through the contract is still being discussed by the Academic Senate and Faculty Association
14. Updating Standing Committee Chairs and Charters (D.Reade)
    - Surveys and Reports of Effectiveness were completed at the end of Spring 2023
    - Charters are due to be updated soon
    - The results of the survey of effectiveness as documented in the report of effectiveness are supposed to guide the re-chartering process
    - Timeline – First meeting is to review the survey and generate the report; at the end of September committees send the report to the Academic Senate; Senate will provide feedback in October to update the charters; complete charter updates in November
    - Current recommendation is for an annual review, but that may put an excessive burden on committees; consider changing to optional review and update like comprehensive program review process
    - Need to ensure that we have standing committee chairs in place; see current list and send updates
    - Note that we will need to update accreditation standards in the charters to align with new standards

15.   Action Item: The Senate had a first read of the [Request for Replacement Faculty Process](#). Item was tabled until reviewed by APC.

16.   Information Item: [SEM (Strategic Enrollment Management) Logic Model](#) (P.Worsham)
- Awarded a grant to serve in the Strategic Enrollment Management (SEM) cohort
- Principle is that everyone at the College is playing a role in enrollment management
- The SEM group folded into the local college enrollment management group
- Participated in a retreat in June and worked on a draft of the logic model, as a systematic process for writing a plan
- Draft to be completed by the end of the semester for college acceptance and implementation in Fall Semester 2024
- Reviewed short-, mid-, and long-term goals, deliverables, and resources required
- No connection with technology side with tools used for registration; looking at college's activities, events, tools, and strategies to meet outcomes for SEM
- Aware of challenges and processes that may impact enrollment management at the district level through representation
- Students' ability to navigate changes in technology systems contributes to enrollment management challenges
- Discussed the capabilities we have for predicting what students want; PathMaker tool allows for students to indicate what they may take in the future; no ability to anticipate cancellations; if we plan accordingly, the tools will diminish the potential for cancellations; students should be able to trust the college that courses they anticipate taking in the future will be available
- Enrollment management strategies up to this point have been reactive and SEM will give us the ability to fix it strategically
- Webadvisor will be sunset; training this semester to prepare for the transition after this semester; the district is going from Webadvisor to Colleague to Anthology

17.   Meeting adjourned at 2:52 PM.

Minutes
Norco Academic Senate Meeting
May 15, 2023
1:30 - 3:30 PM | CSS-217, HUM 107 & via Zoom

Meeting called to order at 1:31 PM.

I.   Attendees
       <u>Officers, Senators, Alternates, and Committee Chairs & Liaisons</u>: Hayley Ashby,
       Melissa Bader, Michael Bobo, Kimberly Bell, Courtney Buchanan, Alexis Gray, Vivian
       Harris, J. Marie Hicks, Dominique Hitchcock, Ashlee Johnson, Daren Koch, Virgil Lee,
       Lisa Nelson, Dan Reade, Tim Russell, Jody Tyler, Steff Warsinski, Sigrid Williams,
       Dana White, Patty Worsham

       <u>Guests</u>: Laura Adams, Charise Allingham, Quinton Bemiller, Sarah Burnett, Caitlin
       Busso, Zina Chacon, Jessica Dobson, Ezichi Emeraeh, Ashley Etchison, Teresa
       FriedrichFinnern, Monica Green, Tenisha James, Analia Marinelli, Jethro Midgett,
       Gustavo Oceguera, Jason Parks, Brittnee Quintanar

II.   Approval of Agenda
       M/A. Gray, S/M. Hicks; Approved by Consensus

III.   Approval of May 1, 2023 minutes
       M/M. Hicks, S/A. Gray; Approved by Consensus

IV.   Comments from the Public
              None

V.   CTA Report- A. Covarrubias, V. Lee
       • The elections for the Norco College Faculty Association Representatives are
         complete
              o Araceli Covarrubias was elected as the Full-time Representative
              o Diana Campuzano was elected as the Part-time Representative
       • The District is waiting for guidance from the State Chancellor's Office before
         issuing a demand to bargain about the revised language in Education Code for
         the inclusion of DEIA metrics in tenure and IOI evaluations; at issue is whether
         the current language in the RCCD contact is going to fulfill this State mandate
       • When evaluating part-time faculty members, student evaluations from all the
         classes the part-time faculty member is teaching at Norco College should be
         included in the evaluation; however, student evaluations from other colleges in
         the District should not be included if the faculty member is teaching at more than
         one college in RCCD
       • There has been an issue with full-time faculty members not being given credit for
         their experience as teaching assistants in their placement on the RCCD salary
         scale; faculty members should receive one year of teaching credit for every two
         years spent as teaching assistants

VI.   **College Reports**:

A. Associated Students Senate Representative
- Asian American Pacific Islander event will take place tomorrow, May 16th from 11am-2pm
- NOMU Music and Arts Festival will be on May 26th, 5-10pm
- Elections for ASNC start tomorrow, May 16th and end on Wednesday, May 17th

B. President (Monica Green)
- Commencement coming up on June 9th with 500 graduates
- Tentatively scheduled June 1st Town Hall during college hour to wrap up the year

C. Vice President of Academic Affairs (J. Parks)
- Acknowledged the error with the five cap; error on IT side (not locally at the College) and it has been resolved, so it will not happen again
- Norco Advantage data: 274 student attendees and 168 enrolled; 42 students enrolled in Summer Semester taking an average of 1.5 classes and 5 units; 158 students enrolled in Fall taking an average of 4 classes and 13.1 units; 37% enrolled in Math, 71% enrolled in English and a quarter of that enrolled in Math and English
- Last week attended the Innovation in Action Summit with Dan Reade, Lana Borissova, Courtney Buchanan, and Monica Green working out a jump start for the equity academy; Dan Reade is taking the lead on that faculty academy
- Norco College was one of the 15 colleges in California accepted into the Strategic Enrollment Management Academy; group of 10 individuals from Norco College; first convening on June 2-3, 2023
- Talked to Blackmore about sunsetting WebAdvisor, but no definitive dates yet, stay tuned for an email with more information

D. Vice President of Planning and Development (T. James)
- Norco College was one of 40 colleges to receive an annual allocation for Asian American, native Hawaiian, Pacific Islander students from the state; discussing staffing support for direct student support services to that student population; the work will take place during the 2023-2024 year
- Mark DeAsis is providing information via email on all the AAPI events kicking off this week
- Looking to fill Faculty Inquiry Teams; there are still slots available for interested faculty
- Looking for English and math faculty for equitable placement, support, and completion to lead coordination efforts and strategic communication around AB 1705

VII. Action Item: Senate President Appointments (K. Bell)
- The following appointments made by the Academic Senate President:
  - Guided Pathways Faculty Lead (Melissa Bader and Britnee Quintanar) one year extension
  - GP Counseling Lead (Jethro Midget) one year extension
  - Still looking for Equity Faculty Lead and Equity Inquiry Team members
  - M/A. Gray, S/M. Hicks; Approved by Consensus

VIII. Information Item: [Five to Thrive](#) (K. Bell)
- Norco College is scheduled to present Five to Thrive on August 15th
- Let Kimberly Bell know if you are interested in presenting
- Due a week prior to the meeting
- Compensation is available for faculty who are off contract

IX. Information Item: [Faculty Professional Development-Process Update to PD Travel Request](#) (D. White)
- Updates to the Senate of the previously approved process change for submitting PD travel
- Show and tell on how to locate the link on the website
- Previously in a PDF version that has been transitioned to Nuventive
- Faculty will log in to Nuventive and enter the request into the Faculty Development request section
- Currently there is $8,000 left for faculty for this academic year, first come first serve
- Part time faculty can submit through Nuventive
- The process for Flex compensation for part-time faculty has been streamlined
- Flex activities for equity are approved by the Department Chair

X. Action Item: The Senate approved the [Document Control System](#) developed by an IEGC workgroup to establish responsibility, support continuous improvement, and ensure accuracy of governance documentation, including the routing and tracking of documents; the proposed Document Control System aims to improve productivity within our participatory governance structure through improved documentation quality, compliance, and security to support our institutional effectiveness efforts; the Document Control Team is forwarding a draft of the Document Control System to the Academic Senate for review and is requesting approval for implementation in the 2023-2024 academic year; the document is a technical proposal and leverages resources we have in place currently to get the work done; beginning to build the proposal out to implement and will adapt as we move forward especially given the District's work in this area and potential RFP; feedback recommended keeping in mind the human element

M/A. Gray, S/M. Hicks; Approved by Consensus

XI. Action Item: The Senate had the first read of the [Rising Scholars Advisory Committee Charter](#) for the Rising Scholars Advisory Committee as a standing committee of the Senate; trying to bring the program into the structure of the College; update to Dean of Educational Partnerships; Kim Bell will work with Lisa and Jessica to see how this applies to 10+1; if it does not fall under the Senate, the VPPD indicated that she will look at how to include the group in strategic planning; potential approval next meeting.

XII. Action Item: The Senate had the first read and referral to APC of the [Update Syllabus Shell, Dropping this Class](#) that updates the language on the Syllabus Shell regarding dropping a class; APC workgroup was put together to look at the syllabus shell and so it makes sense for these changes to be folded into the full revision.

First Motion: M/A. Johnson, S/D. Hitchcock to add language to syllabi shell
Second Motion: M/A. Gray, S/D. Reade to send to APC for review;
Approved, one abstention

XIII.	Action Item: The Senate had the first read and approved the [Update Syllabus Shell, Rave Guardian](#) that updates the language on the Syllabus Shell regarding Rave Guardian; was taken to APC last Friday and APC approves; based on the incident at RCC this semester; two sentences and a QR code for the Rave Guardian app.

   M/D. Hitchcock, S/D. Reade; Approved by Consensus

XIV.	Information Item: [Guided Pathways Work Plan 2022-2026](#)
- Four-year plan 2022-2026 required to be submitted to the State Chancellor's Office to receive funding
- Work plan will be adjusted as needed
- Ten areas to the work plan and the first five had metrics like the Student Equity Plan
- Made tremendous progress on the metrics based on the 75% mark
- Review of the activities related to the plan including integration (e.g., institutionalizing ZTC)
- Linkages to the community and Student Equity Plan
- Data institute will be brought to the College in the Fall to look at the progress

XV.	Action Item: The Senate had a second read of [College CAP Hour](#) that recommends one College CAP Hour per month for career and academic pathways activities related to the schools and faculty/student engagement; presented to ASNC on Friday and they were enthusiastic and endorsed the idea; College Council will have an electronic vote to approve and has asked for approval of ASNC and Academic Senate first; may require some coordination with the college calendar to institutionalize the CAP Hour.

   M/A. Johnson, S/M. Hicks; Approved by Consensus

Extend meeting by 15 mins; M/M. Hicks, S/A. Johnson; Approved

XVI.	Information Item: [Equitable Placement, Support and Completion (AB 1705) Funding Allocation](#)
- State funding is a one-time allocation of $423,000 to finalize AB 705 / AB 1705
- Will be Faculty-led and needs one math coordinator and one English coordinator for a 0.5 FTES reassign time starting in Fall 2023
- Also requires an instructional support coordinator to help with the research and data, and monitoring needs (assessment and closing achievement gaps)
- Includes Special Projects for faculty to go through the Equity Academy
- Will bring math and English disciplines district-wide together four times with dates to be determined
- Would be open to part-time faculty participation as well
- The Academic Senate President works with the recommending group and the disciplines to select individuals

XVII.	Action Item: The Senate reviewed and approved the [Fall 2023 Senate Meeting Schedule](#).

   M/A. Gray, S/J. Tyler; Approved by Consensus

XVIII.	**Standing Committees & Liaisons Reports**

Library & LRC (V. Harris)
- Funding is available for book and eBook purchases; send purchase recommendations to Vivian Harris (vivian.harris@norcocollege.edu)
- Poetry Performance is Tuesday May 2nd 12:50-1:50pm in the Wilfred J Airey Library or via Zoom
- Author Appearance (Alan Downs) is Thursday, May 18th 12:50-3pm in CSS-217 or via Zoom

Accreditation (H. Ashby)
- Met with Faculty Professional Development Committee, Assessment Committee, and Distance Education Committee last week to gather information related to the college recommendation and QFE Project
- Receiving evidence and content from faculty on those groups and in the process of following up individually
- Follow up meetings scheduled with Gustavo Oceguera regarding QFE Project 1 this week
- Aim to have a draft of the Midterm Report completed by July 1, 2023

Program Review (T. Russell)
- Next year the Comprehensive Program Review will be due
- Will be working over the summer on how-to guides, videos and scripts
- Fall FLEX presentation will talk about the process

CSEA (D. Koch)
- The Classified Senate received requests for clarification regarding classified representatives' "terms." Classified professionals are appointed by CSEA's Committee Appointment Process and are appointed for permanent terms unless otherwise stated at the time of appointment. Therefore, unless notified via email, all classified representatives and classified co-chairs will continue to serve on their respective committees and councils.
- CSEA and the Classified Senate have updated how Classified professional representatives will be listed in the membership of the committee or group as CPROS Representatives without employee title to reflect that their representation is of the classified constituency group and not in their role as an employee. Any documentation that outlines membership will list: (the number) classified representatives appointed by CSEA (i.e. 4 Classified Representatives appointed by CSEA). Recommended membership or any such criteria is not applicable to classified professionals.
- The Classified Senate has posted its election notice today to elect its Chair and Secretary for the 2023-2025 term. All classified pros will help select these facilitators via an online process. Information is found at ncclassifiedsenate.com/calendar/
- Reminder: Classified pros would like to invite faculty to join CPROS in celebrating our Classified Professional of the Year, Alex Spencer, at his recognition event on May 24th at 10am in CSS 217.

CTE (S. Williams)

- Lots of federal bipartisan bills regarding CTE currently in hearings and looking to be approved
- Looking at expanding the Federal Pell Grant and eligibility to high quality, short-term job training programs to build our strong workforce
- Secondary students will have access to high quality short-term CTE programs
- Federal Government is looking at building skill attainment versus just degrees and will have more information in the Fall

DSPC (M. Bader)
- DSPC Operational Guidelines and Structure just established for Committees and Subcommittees

DBAC (C. Buchanan)
- Michael Collins sent an email stating that the governor released the May Revise and it was not looking so great
- Email will go out to Norco College after Friday's DBAC meeting

Equity (D. Hitchcock)
- Still finalizing faculty inquiry groups and will get that done within the next two weeks; contact Kimberly Bell if you are interested
- Orientation was moved from May 19 to June 2, 12-2pm

XIV. Officer Reports
   A. Secretary/Treasurer (Hayley Ashby)
   - No Report
   B. Vice-President (Dan Reade)
   - No Report
   C. President (Kimberly Bell)
   - DSPC Membership for new structure 2023 with breakouts – see the spreadsheet link and contact Kimberly Bell if you feel you should be serving on one of these committees/subcommittees
   - AP 2101 Update and BP 2110 Update – Faculty Association logistics listed as an FYI because the Academic Senate voted but there may be faculty pay implications
   - Ongoing recruitment for faculty appointments for Equity and Faculty Inquiry Team members

XV. Meeting adjourned at 3:43 PM.

From Misty Griffin, Director of Business Services RCCD re: committee's selection to move from Follett to Barnes & Noble.

- Follett and Barnes & Noble have agreements in place that address inventory, book orders and employee status. They will work out the details with each other as their contract permits during the transition.
- Usually, one year's worth of textbook data is exchanged between the two vendors, so the incoming vendor is prepared to serve the college's needs.
- It takes about 8 weeks to finalize the transition.
- Both mentioned about a week of down time to take down and put back up the store.
- Follett and Barnes & Noble will work with the VPs, Business Services on the transition of each of the colleges. I will provide your names and contact information to both vendors to begin the planning.
- During this time, I will begin the process of reviewing and finalizing the contracts with both Follett and Barnes & Noble.
- Both vendors assured me that they will have our students, faculty, and staff's best interests in mind during the transition and will make it as seamless as possible.
- Barnes & Noble will contact our IT Project Director to coordinate the synchronizing of our systems. I will provide Rene's contact information for this process
- Both vendors will need to come onto the college grounds to fully coordinate this transition.
- The expected time of transition is around the end of October/early November. This time period was coordinated to reduce the impact of disruption to the colleges.

Save the Date:
Norco Academic Senate Retreat

Senators, Alternates, and Standing Committee Chairs:

Join us for the upcoming Senate Retreat, a vital event where we'll delve into significant topics, discussions, and planning to shape the future of our Senate.

Date: Friday, October 20 - Saturday, October 21
Venue: Hilton Orange County/Costa Mesa

Mark your calendars and prepare to contribute to the future direction of our Senate. Your insights and involvement are crucial as we embark on this transformative journey.

Formal invitations and detailed itineraries will follow soon. We look forward to your active participation in this essential retreat.

SENATE REPRESENTATIVES					
School of Communication, Humanities & Languages (CHL)					
School of Social & Behavioral Sciences					
Courtney Buchanan				courtney.buchanan@norcocollege.edu	
Timothy Russell		739-7828	THTR 201	timothy.russell@norcocollege.edu	
School of Visual & Performing Arts					
Kim Kamerin		738-7703	ATEC 214	kim.kamerin@norcocollege.edu	
School of Applied Technologies & Apprenticeships					
School of Business & Management					
John Alpay				john.alpay@norcocollege.edu	
Dana White				dana.white@norcocollege.edu	
School of Human & Public Services (HaPS)					
Maria Adams				maria.adams@norcocollege.edu	
Sigrid Williams				sigrid.williams@norcocollege.edu	
School of Math, Engineering, Computer Science & Game Development					
School of Natural Sciences, Health & Kinesiology					
Counseling					
Erin Spurbeck (pending ratification 8/28)		372-7165	SSV 212B	erin.spurbeck@norcocollege.edu	
Rosina (Zina) Chacon		372-7033	SSV 216	zina.chacon@norcocollege.edu	

Senate Appointments to be ratified:

Ashlee Johnson – GP Equity Lead (2 Years)

Sigrid Williams – CPL Faculty Coordinator

Caroline Hutchings – Honors Coordinator

Erin Spurbeck – Senate Representative - Counseling

Vivian Harris – College Council (1 year extension)

Kimberly Bell & Vivian Harris – DSPC

Jose Sentmanat/Lisa Hernandez & Melissa Bader/Jethro Midgett – TLC (District)

Melissa Bader/Jethro Midgett – GP (District)

Ryan Hitch – DE (District)

Sara Nafsgar – PGSL (local and District)

Brian Johnson – District Curriculum

Dana White - Professional Development

Kara Zamiska – Employee Well-Being

Sigrid Williams – Civic Engagement and Partnerships

Ashlee Johnson – IEGC (District)

Kimberly Bell & Melissa Bader – DEMC

Timothy Russell – Program Review (District)

Kimberly Bell – Governance (District)

Courtney Buchanan – Resources (local and district)

Kimberly Bell & Courtney Buchanan – DBAC

Kimberly Bell – FPDC

Marie Hicks – Safety and Security (District)

Vivian Harris – Advancement and Partnership (District)

Brady Kerr – District Marketing and Communications

Vivian Harris – Facilities Naming

Michael Bobo – Study Abroad

DSPC Membership – Faculty Recruitment

Teaching and Learning Committee

The Teaching and Learning Committee (TLC) is charged with improving the overall quality of teaching and learning throughout the district in alignment with district mission, vision, and commitment to diversity, equity, inclusion, and anti-racism.

The TLC oversees student access, success, and equity goals established in the District Strategic Plan. The TLC coordinates specific strategies and practices used by the colleges and district office to implement plans efficiently and effectively, thereby ensuring integration, alignment, and economies of scale in goal attainment. The TLC monitors, assesses, and evaluates the district strategic goals and objectives assigned by the DSPC and provides at least one written assessment of the assigned goals to the DSPC in spring. The TLC assists in the development of the district five-year plan listed in the District Strategic Plan, coordinates the planning activities of the colleges into an integrated strategy, and provides regular updates to DSPC on the progress of plan development.

Specifically, TLC accomplishes its coordination and integration through:
• gathering and sharing promising practices for teaching and learning for possible districtwide scaling
• supporting and facilitating innovation and development of teaching and learning by identifying or connecting projects/initiatives to appropriate resources
• providing recommendations on prioritized shared needs for teaching and learning

Guided Pathways Sub-Committee (GPS)

A permanent sub-committee which develops design principles and coordinates scaling of Guided Pathways and focuses on strategies and practices to reduce student equity gaps districtwide. Subcommittee members share promising practices, align pillar activities, advance efforts to create an environment of inclusion and belonging for students, coordinate on statewide reports, and develop Board of Trustees presentations. GPS focuses on equitable student pathways emphasizing technical skills and living wage employment, on pathways to further educational attainment, and on pathways partnerships with feeder K-12 districts and four-year colleges and universities.

Membership:
• Associate Vice Chancellor, Educational Services and Institutional Effectiveness – co-chair (1)
• Vice Chancellor, Educational Services & Strategic Planning (1)
• Faculty member from each college, ideally the Guided Pathways College Leads (3)
• Faculty member from the Diversity, Equity and Inclusion from each college (3)
• College Deans or Associate Deans of Educational Partnerships (3)
• Administrative Guided Pathways Leads (3)
• Administrative Student Equity Leads (3)
• Classified Professional representatives (3)
• Student representative (1)

Faculty Requested from Norco (1):

Faculty member from the Diversity, Equity and Inclusion from each college

Noncredit Sub-Committee (NCS)

A permanent sub-committee which develops, monitors, and assesses the implementation of RCCD's five-year plan for noncredit. This plan aligns college and District Strategic Plans to support faculty in developing and offering noncredit courses and programs for basic skills, English as a second language, career and technical education, adults with disabilities, and older adults and to enhance noncredit student support services.

Membership:

• Executive Director, Adult Education and Community Initiatives – co-chair (1)
• Associate Vice Chancellor, Educational Services & Institutional Effectiveness (1)
• Vice President, Academic Affairs (1)
• Dean, Enrollment Services (1)
• Faculty member from each college, ideally the Noncredit College Leads (3)
• Faculty member from each college, ideally representing each College's Curriculum Committee (3)
• Associate Deans, Career and Technical Education (3)
• Classified Professional representatives (4)
• Student representative (1)

Faculty Requested from Norco (2):

==Faculty member from each college, ideally the Noncredit College Leads==

==Faculty member from each college, ideally representing each College's Curriculum==

Human Resources Committee

The HRC coordinates specific strategies and practices used by the colleges and district office to implement plans efficiently and effectively, thereby ensuring integration, alignment, and economies of scale in goal attainment. The HRC monitors, assesses and evaluates the district strategic goals and objectives assigned by the DSPC and provides at least one written assessment of the assigned goals to the DSPC in spring. The HRC assists in the development of the district five-year plans listed in the District Strategic Plan, coordinates the planning activities of the colleges into an integrated strategy, and provides regular updates to DSPC on the progress of plan development.

Membership of Human Resources Committee
• Vice Chancellor, Human Resources and Employee Relations – co-chair (1)
• Director, Employee Relations, Labor Relations, and College Support Services (1)
• Director, Staffing, Employment and Records (1)
• Vice Presidents, Business Services (3)
• Faculty member from each college (3)
• Faculty Association representatives (3)
• Classified Professional representatives (4)

Faculty Requested from Norco (1):

Diversity, Equity, and Inclusion Sub-Committee

A permanent sub-committee serving as an advisory body to promote understanding and support policies and procedures as they relate to diversity, equity and inclusion, especially those addressing discrimination, harassment, retaliation, and equal employment opportunities.
The Diversity, Equity, and Inclusion sub-committee assists with the implementation and communication of the District's EEO Plan in accordance with state and federal regulations and guidelines; monitors equal employment opportunity progress; and provides suggestions for EEO Plan revisions as appropriate. The committee will focus its work through a racial justice and equity lens to advance efforts to create an environment of inclusion and belonging for employees.

Membership:
• Vice Chancellor, Human Resources and Employee Relations – co-chair (1)
• Associate Vice Chancellor, Educational Services and Institutional Effectiveness (1)
• District Compliance Officer and Title IX Coordinator (1)
• Vice President, Student Services (3)
• Director, Social Justice and Civil Liberties (1)
• Faculty member from each college (3)
• Faculty Association representative (1)
• Classified Professional representatives (1)

Faculty Requested from Norco (1):

Resources Committee

The Resources Committee is charged with acquiring, managing, and deploying resources—including human, facilities, technology, and financial—to support district goals and advancement. The Resources Committee coordinates specific strategies and practices used by the colleges and district office to implement plans efficiently and effectively, thereby ensuring integration, alignment, and economies of scale in goal attainment. The Resources Committee monitors, assesses and evaluates the district strategic goals and objectives assigned by the DSPC and provides at least one written assessment of the assigned goals to the DSPC in spring. The Resources Committee assists in the development of the district five-year plans listed in the District Strategic Plan, coordinates the planning activities of the colleges into an integrated strategy, and provides regular updates to DSPC on the progress of plan development.

The primary areas of Resources Committee oversight and monitoring are: Finance, Facilities, Safety and Risk Management, and Information Technology. The Resources Committee will be guided by the following general responsibilities as it relates to resource stewardship:
• improve efficiency and effectiveness by avoiding unnecessary duplications (economy of scale) and by enhancing synergies among available resources.
• identify best practices used by the colleges and scale them districtwide.
• identify barriers that impede the implementation of plans and recommend administrative and/or policy changes to remove those barriers.

Information Technology Strategy Sub-Committee (ITSC)

A permanent sub-committee that provides a collaborative forum to advise and inform the Resources Committee and the DSPC in setting priorities and making strategic decisions involving the provision of information services and technology to advance the institutional goals of the Riverside Community College District and its three colleges.
Membership:
• Associate Vice Chancellor, Information Technology and Learning Services – co-chair (1)
• Vice Chancellor, Human Resources and Employee Relations (1)
• Vice Presidents, Business Services (3)
• Director, Technology Support Services, Moreno Valley College (1)
• Director, College Technology Support Services, Riverside City College (1)
• Dean, Educational Services and Distance Learning (1)
• Faculty member from each college (3)
• Faculty Association representative (1)
• Classified Professional representatives (4)
• Student representative (1)

Faculty Requested from Norco (1):

Cybersecurity Advisory Sub-Committee (Resources)

A permanent sub-committee that provides a collaborative forum to advise and inform the Resources Committee and the DSPC in creating policy concerning cybersecurity, information technology use, data security and protection, privacy, compliance, and cyber-risk.
Membership:
• Associate Vice Chancellor, Information Technology and Learning Services (1)
• Director, Information Technology, Infrastructure & Systems – co-chair (1)
• Director, Risk Management (1)

Resources Committee
• Manager, Technology Support Services, Moreno Valley College (1)
• Director, College Technology Support Services, Riverside City College (1)
• Vice President, Business Services, Norco College (1)
• Faculty member from each college (3)
• Faculty Association representative (1)
• Classified Professional representatives (3)
• Student representative (1)

Faculty Requested from Norco (1):

Advancement and Partnership Committee

The Advancement and Partnership Committee (APC) supports the District through efforts that expand the awareness of, advocacy for, and engagement with RCCD and its colleges. The APC reviews and provides guidance on a variety of institutional advancement and economic development efforts to support districtwide initiatives to achieve the District Strategic Plan. These include, but are not limited to, the annual legislative program, workforce and economic development efforts, strategic communication efforts, and the identification of external funding sources.

The APC coordinates specific strategies and practices used by the colleges and district office to implement plans efficiently and effectively, thereby ensuring integration, alignment, and economies of scale in goal attainment. The APC monitors, assesses and evaluates the district strategic goals and objectives assigned by the DSPC and provides at least one written assessment of the assigned goals to the DSPC in spring. The APC assists in the development of the district five-year plans listed in the District Strategic Plan, coordinates the planning activities of the colleges into an integrated strategy, and provides regular updates to DSPC on the progress of plan development.

Membership of Advancement and Partnership Committee
- Vice Chancellor, Institutional Advancement & Economic Development – co-chair (1)
- Vice Presidents, Planning and Development (3)
- Associate Vice Chancellor, Grants and Economic Development (1)
- Executive Director, RCCD Foundation (1)
- Executive Director, Grants and Sponsored Programs (1)
- Executive Director, Economic Development and Entrepreneurship (1)
- Executive Director, External Relations & Strategic Communications (1)
- Director, Business Services (1)
- Director, Center for Social Justice & Civil Liberties (1)
- Director, College Grants, Moreno Valley College (1)
- Dean, Grants & Student Equity Initiatives, Norco College (1)
- Dean, Grants Development & Administration, Riverside City College (1)
- Faculty member from each college, ideally the College Grants Committee/Workgroup faculty co-chairs (3)
- Faculty member from each college, ideally engaged in economic development, community engagement and outreach, or other related area (3)
- Classified Professional representatives (4)
- Student representative from each college (3)
1. Vice Chancellor, Institutional Advancement and Economic

Faculty Requested from Norco (1)

Faculty member from each college, ideally engaged in economic development, community engagement and outreach, or other related area, 2-years

RCCD Global Learning & Study Abroad Committee. GLSA meets on the first Fridays of the month from 9am – 11am via zoom. First meeting is September 1st.

Michael Bobo will serve through Spring 2025

Request for two additional reps -

1. 1 year - 23-24 only
2. 3 year term – Fall 2023-Spring 2026

Region 9 Rising mentors/fellows for 2023-2024

Counseling
Mentor: Erin Spurbeck
Fellow: Martha Ramirez

Counseling
Mentor: Amy Kramer
Fellow: Elio Lopez

AP 2110 HONORARY AND POSTHUMOUS DEGREES

Reference: Education Code Section 72122

Honorary Associate of Science and Associate of Arts Degrees may be awarded to recognize and honor individuals whose lives, conduct, and significant achievements are consistent with the mission of Riverside Community College District and the aims of higher education.

Recipients must have distinguished themselves in education, community, or national service, or in their profession. Their service must also support the mission and values of the Riverside Community College District.

Honorary degrees may also be conferred posthumously to recognize the academic aspirations and achievements of deceased students who were unable to complete their degrees and previously were enrolled at Riverside Community College District at a minimum threshold of units listed below.

1. Any group or individual, on or off campus, may nominate a candidate for an honorary or posthumous degree by writing a letter to the College President describing how the candidate meets these criteria. (Candidates may not self-nominate.)
2. The College President shall meet with the College Vice President(s) and the President of the Academic Senate(s) for review and validation of merits. Further documentation may be requested of the person making the nomination as deemed necessary.
3. The College President in consultation with the Academic Senate will make a recommendation to the District Chancellor and Board of Trustees on the awarding of the honorary or posthumous degree.
4. Honorary and posthumous degrees are approved and conferred by the Board of Trustees. Approved honorary and posthumous degrees shall specify "Honorary" on the diploma.

At each step in this process, care must be taken to ensure confidentiality. Any discussion or recommendations of candidates for an honorary or posthumous degree shall take place in closed session (pursuant to Education Code §72122).

Recommendations shall include:

- the full name of the recipient;
- a description of their educational and/or professional experience;
- if a posthumous award, documentation showing the completion of at least 12 semester units in residence at Riverside Community College District, unless exempt pursuant to local, state, or federal law;
- any additional evidence of outstanding achievement or service that justifies awarding an honorary degree.

Honorary degrees shall not be awarded to:

- incumbent members of the Board of Trustees of the Riverside Community College District
- current employees of the District
- incumbent elected officials

It is understood that honorary degrees will be awarded very infrequently. When they are approved, they will be awarded ordinarily at the annual commencement ceremony. At the conferral ceremony the District Chancellor or College President (or designee) will read the citation, the President of the Board of Trustees (or designee) will confer the honorary degree and issue the diploma, and the Vice President of Academic Affairs or Academic Senate President will cap the degree recipient.

In cases where an honorary degree is conferred upon a person who is deceased, the person's surviving next of kin, or another representative chosen by the person's surviving next of kin, may accept the honorary degree on the deceased person's behalf.

The district shall maintain a list of honorary degree recipients and the reasons for which the degree was given and the college at which they were awarded. Honorary or posthumous degrees are not equivalent to or a replacement for an earned academic degree and do not appear on transcripts.

Office of Primary Responsibility: Vice Chancellor, Education Services & Strategic Planning

Administrative Approval: August 16, 2022

BP 6210   ACADEMIC EMPLOYEES

References:
> Education Code Sections 87400 et seq., 87419.1, 87600 et seq., and 87482.8;
> Government Code Sections 3540-3549;
> Title 5 Section 51025

Academic employees are all persons employed by the District in academic positions. Academic positions include every type of service, other than paraprofessional service, for which minimum qualifications have been established by the Board of Governors for the California Community Colleges.

Faculty members are those employees who are employed by the District in academic positions that are not designated as supervisory or management. Faculty employees include, but are not limited to, instructors, librarians, counselors, and professionals in health services, DSPS, Early Childhood Education, and EOPS.

Decisions regarding tenure of faculty shall be made in accordance with the evaluation procedures established for the evaluation of probationary faculty and in accordance with the requirements of the Education Code, as well as the CTA Collective Bargaining Agreement. The Board of Trustees reserves the right to determine whether a faculty member shall be granted tenure. The evaluation of academic employees, including tenure review, must include consideration of the employee's demonstrated, or progress toward, proficiency in diversity, equity, inclusion, and accessibility competencies that enable work with diverse communities.

The District may employ temporary faculty from time to time as required by the interests of the District. Temporary faculty may be employed full-time or part-time. The Board of Trustees delegates authority to the Chancellor to determine the extent of the District's needs for temporary faculty.

Notwithstanding this policy, the District shall comply with its goals under the Education Code regarding the ratio of full-time to part-time faculty to be employed by it and for making progress toward the standard of 75% of total faculty work load hours taught by full-time faculty.

Date Adopted: August 18, 2009
(Replaces RCCD Policy 3024)
Revised:
Formerly: 7210

Academic Planning Chairs	Patty Worsham
Assessment Committee	Ashlee Johnson
Curriculum Committee	Brian Johnson
Course Material Affordability Committee	Adam Martin
Distance Education Committee	Ryan Hitch
LGBTQ+ Advocates	Cameron Young, Jake Drainville
Library and Learning Resource Advisory Committee	Vivian Harris
Faculty Professional Development Committee	Dana White
Program Review	Tim Russell
Teaching and Learning Committee	Jose Sentmanat and Lisa Hernandez

Need to update Standing Committee Charters

STEP 1: Committees and Councils Complete the Report of Effectiveness

"In mid-spring of each academic year, each committee and council will participate separately in dialogue sessions to 1) self-evaluate the effectiveness of their planning and decision-making processes through the Survey of Effectiveness, 2) self-report on EMP objective progress and appropriate objective assignment, and 3) self-assess the completion of their charter's scope/deliverables during the academic year".

STEP 2: Committees and Councils send their Report of Effectiveness to their Governing Body (Council or Senate) for Review and Discussion

"In late spring, each leadership council will receive an executive summary from each standing committee addressing the above three areas for review and discussion at a designated council meeting. (Standing committees of the Academic Senate will report to the Academic Senate and shared with leadership councils as an information item)".

STEP 3: Governing Body (Council or Senate) makes recommendations and determines if a charter should be revised/extended, or nether.

"The receiving council (College Council for leadership councils) will make recommendations to, and receive recommendations from, each governance entity based on the results of the self-evaluation to determine if a charter needs to be revised/extended or not. College Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website".

First business meeting September – go over ROE

First October Senate meeting -

Request for Replacement Faculty Process

For sake of clarity, this process applies to existing faculty positions that have become vacant due to a variety of reasons including, but not limited to retirement, transfer, resignation, non-renewal, etc.

1) The outgoing faculty member, or duly designated party, submits a letter/email to their Dean of Instruction, the VP of Academic Affairs, or the College President.
2) The Dean of Instruction, the VP of Academic Affairs, or the College President forwards the ~~letter~~ confirmation to Human Resources.
3) Human Resources then forwards the letter to the Chancellor who accepts the retirement, transfer, resignation, non-renewal, intra-college assignment etc.
4) The department chair solicits input from their department regarding the replacement of the vacant position.
5) The department chair presents their recommendation, based on input from their department to the APC.
6) The APC approves or denies the recommendation and presents the outcome to the Senate.
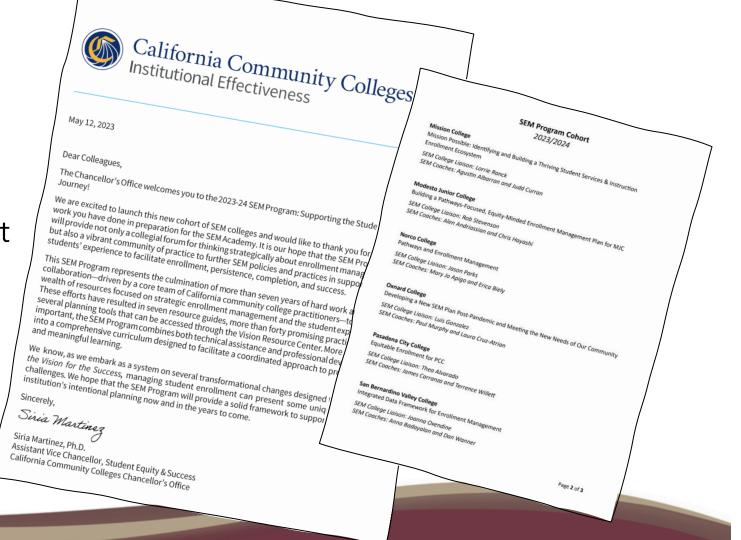7) The APC chair forwards the decisions to the college president.

May 12, 2023

Strategic Enrollment Management (SEM) Logic Model draft

Presented to Academic Senate

August 28, 2023

SEM Grant

In May of 2023 Norco College was accepted into the 2023-2024 SEM Cohort

California Community Colleges
Institutional Effectiveness

May 12, 2023

Dear Colleagues,

The Chancellor's Office welcomes you to the 2023-24 SEM Program: Supporting the Stude Journey!

We are excited to launch this new cohort of SEM colleges and would like to thank you for work you have done in preparation for the SEM Academy. It is our hope that the SEM Pro will provide not only a collegial forum for thinking strategically about enrollment manag but also a vibrant community of practice to further SEM policies and practices in suppo students' experience to facilitate enrollment, persistence, completion, and success.

This SEM Program represents the culmination of more than seven years of hard work a collaboration—driven by a core team of California community college practitioners—to These efforts have resulted in seven resource guides, more than forty promising practi wealth of resources focused on strategic enrollment management and the student exp several planning tools that can be accessed through the Vision Resource Center. More important, the SEM Program combines both technical assistance and professional dev into a comprehensive curriculum designed to facilitate a coordinated approach to pr and meaningful learning.

We know, as we embark as a system on several transformational changes designed the Vision for the Success, managing student enrollment can present some uniq challenges. We hope that the SEM Program will provide a solid framework to suppo institution's intentional planning now and in the years to come.

Sincerely,

Siria Martinez

Siria Martinez, Ph.D.
Assistant Vice Chancellor, Student Equity & Success
California Community Colleges Chancellor's Office

SEM Program Cohort
2023/2024

Mission College
Mission Possible: Identifying and Building a Thriving Student Services & Instruction Enrollment Ecosystem
SEM College Liaison: Lorrie Ranck
SEM Coaches: Agustin Albarran and Judd Curran

Modesto Junior College
Building a Pathways-Focused, Equity-Minded Enrollment Management Plan for MJC
SEM College Liaison: Rob Stevenson
SEM Coaches: Alen Andriassian and Chris Hayashi

Norco College
Pathways and Enrollment Management
SEM College Liaison: Jason Parks
SEM Coaches: Mary Jo Apigo and Erica Biely

Oxnard College
Developing a New SEM Plan Post-Pandemic and Meeting the New Needs of Our Community
SEM College Liaison: Luis Gonzalez
SEM Coaches: Paul Murphy and Laura Cruz-Atrian

Pasadena City College
Equitable Enrollment for PCC
SEM College Liaison: Thea Alvarado
SEM Coaches: James Carranza and Terrence Willett

San Bernardino Valley College
Integrated Data Framework for Enrollment Management
SEM College Liaison: Joanna Oxendine
SEM Coaches: Anna Badayalan and Dan Wanner

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The Team

Kaneesha Tarrant, Vice President Student Services

Tenisha James, Interim Vice President, Planning & Development

Carol Farrar, Interim Vice President Academic Affairs

David Schlanger, Interim Dean Student Services

Caitlin Busso, Institutional Effectiveness

Mark DeAsis, Dean Admissions and Records

Peggy Campo, Dean of Instruction

Kimberly Bell, DRC Counselor/LD Specialist, Academic Senate President

Patty Worsham, Professor Business Administration, Academic Planning Council Chair

Team Coaches: Erica Biely, Allan Hancock College & Mary-Jo Apigo, Los Angeles Pierce College

SEM Purpose

- Establish comprehensive student enrollment goals that are aligned with the college's mission, and core plans

- Promote student success by improving access, engagement, and persistence, and completion of program pathways

- Ensure fiscal stability and viability by optimizing enrollments and integrating SEM into the college financial planning, budgeting, and allocation processes.

- Offer quality and relevant programs with clear educational pathways, course offerings, and appropriate student support.

- Implement strategies that lead to equitable access and outcomes.

- Create a data-rich environment to inform decisions and evaluate strategies.

- Design and implement communications and marketing with internal and external stakeholders to increase understanding of SEM and to meet SEM goals.

- Increase collaboration among departments across the campus to support the enrollment management program.

SEM Project Milestones

Logic Model

Logic models are used to show relationships between goals, activities, and outcomes.

Show relationships between:

Resources- what you have

Activities- what you do

Deliverables- what you produce

Impact- what you achieve

Reading a logic model means following the chain of reasoning. IF…THEN statements which connect the project's parts.

Used to visualize college goals and activities

First, begin with the project's intended impact, then plan the deliverables (measure outputs), determine activities (steps or actions) that support the deliverables, then identify the resources (inputs) needed to complete the activities

SEM LOGIC MODEL

PROJECT GOAL

Why is your SEM project needed? What is the overall aim?
Developing and implementing a PEM (Pathways and Enrollment Management Plan) focusing on the entire student journey at Norco College, developing a structure that makes enrollment management a college-wide responsibility. (Developed at the June 2, 2023, SEM conference).

To complete our activities, we will need the following RESOURCES:	To complete our project, we will carry out the following ACTIVITIES:	Our activities will produce the following DELIVERABLES:	Once completed, our deliverables will lead to the following IMPACT:

• Training/Primer Loss Momentum Framework
• Dualenroll.com
• CRM (Customer Resource Management) software
• Need more staff in the Research Office to support this effort
• High school outreach teams
• Success Teams
• Engaging the entire Norco College community
	• Expansion of dual enrollment into the 9th grade
	• Reimagine Norco Advantage as a programmatic experience for students
	• Draft a Marketing and Outreach plan
	• Analyze college and student level data and identify gaps
	• Draft PEM Plan shared widely for college community buy-in and feedback
	• Map PEM to college and district strategic plans
	• Fully integrate PathMaker into multi-year schedule development
		• SEM plan with Enrollment Management calendar
		• Identify the structure to institutionalize Pathways and Enrollment Management.
			• Within 1 year:
			  • Decrease equity gaps in onboarding and retention for Black/African American
			  • Increase non-credit enrollment
			  • Increase access to dual enrollment for Black and Latinx students
			  • Increase high school capture rate
			• Mid:
			  • Increase Fall->Fall retention
			• Long-Term:
			  • Decrease equity gaps in momentum & graduation rates for Hispanic/Latinx
			  • Year-round scheduling multi-term enrollment