Agenda (rev. 9/13/19 3:36pm)
Institutional Strategic Planning Council
September 18, 2019
CSS-217 (1:00-3:00pm)

Approval of Minutes:
Approval of Minutes for May 15, 2019
Approval of Minutes for September 4, 2019

I. **Action Item:**

    A. ISPC 2019-2020 Membership

    B. Joint Resource Allocation Prioritization Process

    C. Recommendation to establish a Rapid Resource Review Board (RRRB)

II. **Committee Reports**

    A. None

III. **Information Items:**

    A. Open Dialogue Themes

    B. District Strategic Plan

    C. Fall 2019 ISPC Retreat Planning - Friday, October 25, 9:00 am – 3:00 pm

    D. Resource Request Procedure

    E. Grant Committee Report

- CCC Fund for Student Success
- eSports Ecosystem
- ATE Proposal in Support of Dual Enrollment
- Manufacturing for the Future
- Title V

IV. **Good of the order**

Next meeting October 2, 2019

MISSION STATEMENT (Board Approved August 2012)

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

Institutional Strategic Planning Council
May 15, 2019
ST 107 (1:00-3:00pm)
Minutes

Members Present: Kris Anderson (Faculty Accreditation Co-chair), Greg Aycock, Melissa Bader (Faculty Co-Chair), Celia Brockenbrough, Peggy Campo, Monica Esparza, Kevin Fleming, Ruth Leal (Staff Co-Chair), Sam Lee, Mark Lewis, Barbara Moore, Chris Poole, Bryan Reece (Administrative Co-Chair), Kaneesha Tarrant, Jim Thomas

Members Absent: Michael Collins, Leona Crawford, Daniel Landin, Autumn Parra (ASNC Rep.), Mitzi Sloniger

Guests Present: Colleen Molko, Brandon Owashi, Gustavo Oceguera, Valorie Piper, Maureen Sinclair, Desiree Wagner, Caitlin Welch

Call to Order: 1:06 pm

Approval of Minutes:
Approval of Minutes for May 1, 2019
        MSC(Lewis/Anderson)
        Approved
        2 Abstentions
        Corrections: request to move Mark DeAsis, Dr. Fleming, Dr. James from members to guests.

I. Action Item:

    A. Student Equity Plan   (Gustavo Oceguera)

    MSC(Aycock/Moore)

    Approved

    Gustavo thanked Dr. James and Brandon for presenting the Equity plan for the first read at the last meeting. Gustavo request the committee to send questions and feedback to him. Has received a few questions about what we are doing in the area of pedagogy. Pedagogy training will be decided by consulting with faculty on what training should be provided. Trainings were provided in the prior two days. Change from the last ISPC meeting are the goals that are described in the plan. The Chancellor questioned if our goals are aggressive enough. Goals have now been aligned to the EMP, Brandon has been working on this. Differences in timelines of the plans, Equity has 3yr goals and the EMP has 5yr goals. The Equity goals have to be adjusted accordingly. Also made sure that in the EMP the groups we are focusing on are highlighted, African Americans, LatinX, Foster Youth, Men of Color and LGBTQ+. Brandon put together a handout of the timelines of the goals (attached to minutes). This is based off of the 80% rule. This is looking at a four year awards rate, degrees and certificates. This shows closing the gap by 10 years, close gap by 40% in 5 years and close gap by 24% in 3 years. It is difficult to predict what will be in the future so some assumptions of transfer rates have been made. These are the goals

based on the assumption that headcount will increase proportionally across all groups. This handout will not be in the equity plan but it explains the rates that the goals are based on. In an E-vote the Diversity, Equity and Inclusion Committee voted unanimous yes on the Equity Plan.   Focus groups were conducted with students focusing on the frameworks Five Principles for Equity by Design and the Six Factors for Student Success. Students were asked if the frameworks were what we should rely on in terms of interventions. A panel was also conducted with students focusing on the frameworks. These activities confirmed that we are on the right track using these frameworks. Their comments will be included during the summer.

Questions/Comments

- On the handout are these transfer or transfer ready? Transfer.

- The handout is very much appreciated to help with understanding these goals.

- Female Hispanic goal, if we meet the increase in 10 years, what is the percent of the Female Hispanic population at that time? 80%

- Recently at the ACCJC conference, Norco Colleges Equity plan has been read by many people. It is seen as a model. There was a request to share drafts, Gustavo shared with the entire Equity list serve unintentionally. As a result he received a lot of great feedback.

- The plans to achieve the goals are not fully laid out? No, they will change, the activities will come later as needed. This is a living plan. We need feedback from faculty. Included Professional Development ideas were extracted from Leading from the Middle profession development plan.

B. Education Master Plan   (Bryan Reece)
   MSC(Thomas /Moore)
   Approved

Dr. Reece gave an overview of the Education Master Plan including Regional transformation, College transformation and Student transformation. A handout Executive Summary of the Educational Master Plan was provided to the committee (attached) So far nine committees have voted to move the plan forward to ISPC. Added since the last meeting are the numbers from the Equity plan. Ruth, Melissa and Dr. Reece looked through the plan looking for anything controversial. 2024 objective 75 was the seen as the most controversial. If this is taken away objective 77 will still get us what we want. This may be attainable because many colleges in multi-college districts have their own foundations.
Mission Vision and Values are updated in the plan, please review. The values are exactly the same except Integrity was added.
The Education Master plan was approved by the committee to be moved forward for a college wide vote.

Questions/Comments

- Is the problem with the foundation that the current system doesn't focus on Norco College? In the past the regional fundraiser was done in Riverside and community members from Norco's surrounding communities were not present. We now do Dinner with the President that this year had in attendance

over 250 local community members.

- If the chancellor can back and asked why we need our own foundation, what would your response be? Because the current foundation is very Riverside centric, it doesn't have a very strong presence in MV or Norco. Mature colleges in multi-college districts move towards their own foundations and we believe we will have more success at raising money for students. Our foundation would still report to the board and could even report to the RCCD foundation.
- The problem can be seen as the current system is not branded to our college? Yes, we have grown out of the current system.
- How much did we raise at the Dinner with the President? $20,000 net . What the District is going say is they are going to move towards having 3 fundraising developers at foundation, one for each college.
- What happened to Photonics and agriculture? Photonics is in Goal 7 objective 24. As far as agriculture, in the full document there is an area that lists all the programs.
- Did we add in the goal for the transfer center? It is in the full document. This is the broad umbrella. Dr. Reece will make sure that it is more specific before the vote.
- Objective 34 and 35 may be reworded to be more specific.
- Suggestion for more umbrella wording. There needs to be more about student life. Suggestion to add more details about student life: success, transfer, engagement, etc. We can amend the plan as we go.
- Chancellor doesn't worry about the vote he will take out what he wants.
- Goal 10 question, where is our target goal for increasing faculty? It's in the narrative, general statement in 41, this includes staff and faculty.
- In the narrative where does it address the ration of full-time to part-time faculty? Look at 47? What proportion is our goal? We could come up with our own rubric. Faculty uses 72/25, bare minimum.
- Where is the data for the college on our number of full-time to part-time faculty? Data mart has this data broken down by fulltime and part-time.
- Objective 27 the language is changing from incarcerated student education to something like prison education community. Inmate is not a word that should be used, suggestion to change the wording.
- Objective 74, is there more about the percent of the General Obligation Bond we are getting? No, but I have a plan.
- Comment on the 99 metric report, 77 objectives will not all be measured or quantitative goals that we have to report out. How many of them are quantitative? Not sure but we are not expecting IE to be gathering all that data. IE will help but formerly it will not be part of an annual report. We changed our approach to look at measures that are comprehensive and entail a lot of these objectives will be captured as we look at completion rates.
- There is still a fear around campus that we have to measure all of these. As a committee we need to inform people of the new measures. We have a plan to only have 13 measures that enrapture all of these objectives. The methodology is included in the plan.
- Suggestion to get the message out in Committee of the Whole
- Goal 10 objective 44, is there anything built in that we support our part-time

faculty with resources, professional development and facilities.

- Profession Development Plan has a lot about adjunct faculty.
- In order to develop a culture that part time faculty feel included and valued at Norco College. We need practices and resources, feelings are not measurable. Classified staff would also like resources and practices that support success.
- Page 51 of the plan has a good place to add the narrative.
- Suggestion for Objective 42 to include resources and support for classified and faculty.
- Melissa is thanked for her hard work on the Mission.
- A single statement is not a hard fast rule in a Mission statement.
- All the mission statement signs will need to be updated over the summer.

C. Facilities Master Plan   (DLR)
    MSC (Tarrant /Thomas)
    Approved

- DLR comments that it has been a privilege to work with us as a college and that we are inspiring. DLR presents an overview of the Facilities Master plan. Our current square footage is 168, 870 square feet, our deficit is 107, 262 square feet. Operations Center is the only space that is adequate. Other comparable colleges are over on space especially classroom space. We don't have enough of anything. Our campus today has a sea of parking and a small campus core. Most significate change since the last ISPC meeting is the early childhood education center. We need the road in order to build the EC center. Current buildings to be demolished under this plan are only STEM and the portables. Purple color on the plan are the opportunities for retail spaces. There is a multipurpose trail that goes around the campus that can be used for Equestrian trails, exercise, the public etc. Phase one includes the Veterans center, Early Childhood center and a new turn around that will eliminate some of the traffic challenges. Parking structures will be from 3- 5 stories high. There are three Phases that are planned to be completed by 2030. The Facilities Master plan was approved by the committee to be moved forward for a college wide vote.

Questions/Comments
- Is there more of the issue with improving the road (off of Hamner) or with building the road. No light on the road. Dr. Reece is meeting with the Norco City Council tonight to talk about the probability of this road among other things.
- What is the phase one funding based on? A mix of funding models, including the General Education Bond etc.

D. Student Support Services Grants   (Grants Committee)
    MSC(Lewis/Anderson)
    Approved

    Three Grants that are due February 2020. Two are existing grant renewals and one

new.
Student Support Services/TRIO (RENEWAL)
Student Support Services/TRIO, Disabilities (RENEWAL)
Student Support Services/TRIO (NEW)
The Student Support Services Program (S.S.S.) is a federally funded TRiO Program from the U.S. Department of Education designed to assist Community College participants with enhancing their academic skills, increase retention, and probability of their successful transfer and/or completion of a degree or certificate program.

The renewals have salaries and students that are being served that are reliant on the grants. The SSS/ TRiO for disabilities may be managed out of the disabilities resource center in the future.
The new grant was originally wanted to focus on Veterans but there was a worry that we would not have enough low-income first time veteran students. So it was decided to try and obtain another regular SSS that can be used to service many student populations. (Handouts are attached).

II. Committee Reports

A. Grants Committee

Handout of report provided to committee (attached)

B. Marketing Committee
Handout of report provided to committee (attached)

C. ASNC
Will be emailed to the committee at a later date

D. Academic Senate
Will be emailed to the committee at a later date

III. Information Items:

A. Institutional Self Evaluation Report   (Kris Anderson)

Kris presents the ISER that is available online. Navigation is set up that helps you move around the document. Navigation is found on the tool bar under 'view' Handout of a summary of the standards is provided. Committee is asked to look over the document especially in places that pertain to your expertise at the college. The standards are currently in different stages of completion. Some are waiting on District information and evidence. Please comment on the document. Please go into one section and review it before the end of the semester. Please use track changes if you see a place to input information. Evidence gathering and placing is an upcoming summer project. Please email Charise, Kris, Greg, Sam or Ruth with any questions.

Questions/Comments

- Does this committee have any recommendations on how to get people eyes on this document? We have a while to come up with a plan focusing on getting people to read it in the fall. Suggestions for trainings and mock

interviews. Gohar our liaison from ACCJC is willing to come to the college. One strategy is to shut down the college and focus on different sections each time. Interviews could possibly allow people the chance to practice and think on their feet. There is an anxiety that needs to be addressed. There is a preconception of what the process is. Request for the committee to go through the ISER and find at least one place to go through and leave a comment.

- This can be a scary process that we need to give people the opportunity to think on their feet
- Is it possible to put together the important points for reference so people feel more comfortable? We want people to feel comfortable.
- Are we going to think about it and come up with it in the fall because this is our last meeting? We have until March.

B. Strategic Development Annual Report   (Kevin Fleming)
A year ago Academic Senate voted to approve the re-org contingent upon an annual report in May. Kevin presents the Strategic Planning annual report. Highlights include: department has 12 employees, $4.26 cents cost per dollar raised/ return on investment, 1.1 million in foundation gifts, 11 million applied for in grants etc. (Infographics handout attached to minutes). Packet of handouts given to committee members (attached) includes a mailer, mailed to every resident of Eastvale. In the report page two is a summary letter of the main accomplishments in the last year. There are eleven departments under Strategic Development. Challenges and opportunities- New unit with ongoing communication with the district about the roles and responsibilities. Between Strategic Development and various departments at the district. Strategic Development is not a part shared government. The Vice president is not a member of ISPC. Norco College brand is a challenge in the community. We are still RCC Norco campus too many in the community. We are in the process of trying to rebrand. We are investing in a national firm to help with comprehensive digital marketing and rebranding. CTE personnel were transferred from Academic Affairs over to Strategic Development. Have been working to put together a plan on how to return resources and personnel to support CTE.
Questions/Comments
- How is the conversation with the new vice chancellor? Going well so far, Dr. Reece has had a chance to talk with her.
- Suggestion to put Infographics in everyone's mailbox. Infographics flyer was a very much appreciated visual.
- At Academic Planning Council the department chairs support the CTE director or Associate Dean, have not had an official vote but APC can. In the conversation at the department chairs meetings. Faculty are looking out for CTE. It is not only CTE people who want this.
- Dr. Lee and Dr. Parks put in a Perkins plan to hire an individual to support CTE.

C. Budget Priorities Draft   (Melissa Bader and Sam Lee)
Information item, when drafting the budget over the summertime business services would like some feedback and priorities. These are closely aligned to the plans. Typically this is something that comes out of business services at many colleges, Dr.

Collins was interested in this coming out of ISPC. Student Transformation is our first priority. This is a draft. Handout included in the minutes.

<u>Questions/Comments</u>
- What is the budget part of this document? These are the priorities for any money that are left. Each year this is done over the summer, this is our opportunity to give some input.
- May be an issue if people need extra money for resources to do their jobs, will this be an issue if it is not specifically mentioned in this document? This does not impact any ongoing budgets. This assumes that we have adequate operational budgets. We can add as a priority to adequately fund existing departments and areas of the college.
- Goal for next year is to establish budgets for units, departments, areas of the college.
- Our current process is very dysfunctional.
- We need a plan for converting people from grants to general funds. Currently we are losing two people from Duel Enrollment. We need a metric how we measure and a rubric. We need a process for how we move people from soft money to general funds.
- Can't we take a process from another college that this is working for and use it as a model? The problem is that we are unlike any other community college, we are funded more by grants than most.
- Chancellor wants 25% of each college's budgets to be grant funded, we are currently at 40%.
- ISPC can prioritize this in the fall.

D. Open Dialogue May 29   (Ruth Leal)

1pm -3pm in CSS 217. No agenda, minutes from this ISPC meeting will be brought to the first meeting of the next year for discussion.

<u>Questions/Comments</u>
- Open dialog isn't really about anything. The open dialog will provide a dialog concerning college planning, program review, resource allocation, and decision making processes contributing to the achievement of course, program and institutional student learning outcomes. Very specific.
- Suggestion to present it in the beginning of the meeting, to subdivide the topics and provide an 'other'.

IV. <u>Good of the Order</u>
Question if any members of ISPC's term is up. ISPC will ask the academic senate to extend Barbara Moore's term.

Meeting adjourned: 3:10pm

Next meeting September 4, 2019

Minutes submitted by Charise Allingham

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

Members Present: Kris Anderson (Faculty Accreditation Co-chair), Greg Aycock, Quinton Bemiller, Melissa Bader (Faculty Co-Chair), Michael Collins, Leona Crawford, Monica Esparza, Ruth Leal (Staff Co-Chair), Arezoo Marashi, Sam Lee, Mark Lewis, (ASNC Rep.), Chris Poole, Monica Green (Administrative Co-Chair), Jim Thomas

Members Absent: Celia Brockenbrough, Mark Lewis, Mitzi Sloniger

Guests Present: Mark DeAsis, Albert Jimenez, Virgil Lee, Kevin Fleming

Call to Order: 1:09pm

Approval of Minutes:
Approval of Minutes for May 15, 2019
Tabled to the next meeting.

I. Action Item
    A. Joint Resource Allocation Prioritization Process
       Tabled.

II. Committee Reports
    None.

III. Information Items

    A. Membership
       Welcomed new members. Discussion on how information is disseminated from ISPC to constituent groups and term for faculty members. This item will be added to the next agenda.

    B. Open Dialogue Minutes
       Change the date from March to May 29. The committee reviewed the minutes from the May 29 Open Dialogue minutes. Discussion on the structure of open dialogue sessions being defined for the governance process. Kris noted there is a process improvement plan for accreditation to review.

    C. 2019 Completion Metrics (Dr. Aycock)
       Greg shared an update on Vision for Success Goals & Colleges/District Progress, walking through the initial submission and presentation to the Board and how the goals were updated based on that presentation. Noted the numbers presented are much higher than the District Strategic Plan, the number from this plan are meant to be a baseline. There is no penalty for not meeting the goals; they are meant to be aspirational. The revised numbers presented in the Vision for Success Plan were based on the agreed upon EMP goals. The District baseline expectation for completion is a 15% increase year to year. There was a

discussion on Norco College's current degree and certificate numbers and the effects of the auto award process district-wide.

D. Facilities Master Plan Review
Facilities Master Plan slide deck was approved by the Board in June of 2019 with the exclusion of the OSCA and student housing. The Board indicated that the two items were outside of the process and the FMP was not the vehicle for presenting those initiatives. The FMP slide deck was revised to exclude housing and amended the label on the Art & Humanities building. Housing is a land use issue that was brought up in DSPC on May 17. A narrative is being drafted to accompany the FMP, this will go to BFPC and ISPC in the fall.

E. Educational Master Plan Update & Timeline
Some modification will be made based on the changes to FMP and recommendations from DSPC. The EMP goals are being reviewed based upon our Vision for Success goals and the District Strategic Plan goals. We not anticipate substantial changes to our EMP. We will work on modifications, and bring back to ISPC for a first read on October 2nd a vote on October 16th followed by a second read at DSPC.

F. Strategic Plan Timeline
The Strategic Plan is how we achieve our Education Master Plan goals; it is usually a 5-year process, of getting there, monitoring, and assessing our progress. The timeline for completion is this fall.

G. District Strategic Plan
Discussion occurred on how District plans/committees align with the college plans/committees and the District's support role. Members asked to review the plan and provide feedback to the ISPC tri-chairs. ISPC Chairs are present at DSPC to communicate comments or concerns. The District Strategic Plan will be presented at the October DSPC for a vote. The committee was encouraged to look at Strategic Goals, Committee Structures, and KPI's. The BAM is regularly reviewed at DBAC and DSPC. Discussion on concern about a clear way to communicate information from ISPC to constituents. Recommendation for faculty members to further communication discussion in Academic Senate.

H. DSPC Update
Recommended budget allocation model employs an exchange rate for courses based on the average expenditure across colleges from 18-19. This model moves the district towards a more equitable and transparent allocation model. As an example, the STEM/Liberal Arts/CTE courses exchange rate is the same across the three colleges. Another significant change is shifting away from the traditional 54/23/23 FTES allocation to collegial conversation and performance. These are good steps forward and we will continue to work towards equal transparency for the district office.

IV. Good of the Order
- ISPC will be asking for written committee reports in lieu of presentations
- Recommended discussion on the difference between shared governance and participatory governance at the next meeting.

- ISPC tri-chairs will identify a fall ISPC retreat date to work on the strategic plan

Meeting adjourned: 3:02pm

Next meeting: September 18, 2019

Minutes submitted by Denise Terrazas

ISPC Membership 2019-2020
DRAFT

	Faculty	Staff	Admin	Student	Total
Academic Senate President	1				
6 Faculty Representatives	6				
Chair of Chairs	1				
Administrators*			5		
Faculty Rep for District Enrollment Mgmt	1				
Classified Staff Representatives		5			
ASNC Student Representative				1	
	9	5	5	1	20

DRAFT

*One Administrator appointed in Academic Affairs, Student Services, Business Services, Strategic Development, and one at-large administrator. The president serves as a tri-chair, non-voting member.
Faculty appointments will be made by the Academic Senate in late spring.
Staff appointments will be made by CSEA in the summer.
Management appointments will be made by the President's Exec Cabinet in the summer.
Student appointment will be made by ASNC in the summer.
ISPC members will serve a three year term. Terms will rotate to ensure stability.

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

Institutional Strategic Planning Council:

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

Presented to ISPC 9/18/19

3 Year Terms

	Committee Membership Composition	Name	Term Began	Term Ends	Years Served
1	Academic Senate President	Quinton Bemiller	19FAL	22SPR	0
2	Faculty Representative 1	Kris Anderson	16FAL	20SPR	3
3	Faculty Representative 2	Celia Brockenbrough	11FAL	20SPR	8
4	Faculty Representative 3	Mark Lewis	11FAL	20SPR	8
5	Faculty Representative 4	Barbara Moore	14FAL	20SPR	5
6	Faculty Representative 5	Mitzi Slonger	16FAL	20SPR	3
7	Faculty Representative 6	Jim Thomas	12FAL	20SPR	7
8	Chair of Chairs	Melissa Bader*	11FAL/Chair 14FAL	20SPR	8 Chair for 5
9	Faculty Rep for District Enrollment Management	Melissa Bader	11FAL	20SPR	8
10	Administrative Representative 1/AA	Samuel Lee	17FAL	20SPR	2
11	Administrative Representative 2/BS	Michael Collins	18FAL	21SPR	1
12	Administrative Representative 3/SS	Kaneesha Tarrant	18FAL	21SPR	1
13	Administrative Representative 4/SD	TBD	19FAL	22SPR	0
14	Administrative Representative 5	Greg Aycock	11FAL	20SPR	8
15	Classified Staff Representative 1	Leona Crawford	16FAL	20SPR	4
16	Classified Staff Representative 2	Monica Esparza	16FAL	20SPR	3
17	Classified Staff Representative 3	Ruth Leal*	12FAL/Chair 13FAL	20SPR	7 Chair for 6
18	Classified Staff Representative 4	Arezoo Marashi	19FAL	22SPR	0
19	Classified Staff Representative 5	Chris Poole	16SPR	20SPR	3
20	ASNC Student Reprentative	Sarah Gadalla (?)			
+1	President (tri-chair, non-voting)	Monica Green			

Joint Resource Allocation Prioritization Process

Academic Affairs Resource Allocation Process

Each fall: Establish an academic affairs prioritization sub-committee that will prioritize resource requests in instructional and administrative program reviews from academic affairs. The sub-committee will create a ranking criteria that is applicable to the resource requests submitted in academic affairs program reviews. It will send technology requests to the Technology Committee for prioritization. Faculty positions will be prioritized by the Academic Planning Council. The sub-committee will prioritize a list for staff and a separate list for equipment.

Membership – To be comprised of staff, faculty and administrators from within the academic affairs unit, and chaired by the Vice President, Academic Affairs. Suggested membership includes:

- 2 department chairs (including 1 CTE chair)
- 1 faculty member from Professional Development Committee
- 1 Senate representative
- 2-3 administrators
- 4 classified staff (designated by CSEA)
- Chair – VPAA

Meeting Schedule – Three meetings to be held in the fall term

Rubric Criteria – To be developed by Prioritization Sub-Committee

Student Services Resource Allocation Process

Each fall: Student Services will prioritize resource requests from the Administrative Unit Program Review into the ranking process of the all other Student Services resource requests completed by the Student Services Planning Council. The sub-committee will create a ranking criteria that is applicable to the resource requests submitted in student services program reviews. It will send technology requests to the Technology Committee for prioritization. The sub-committee will prioritize a list for staff and a separate list for equipment.

Membership: All Student Services resource requests submitted through the Student Services Program Review process and the Administration Unit Program Review process will be ranked by the Student Services Planning Council. The prioritization committee composition representing all 21 areas of student services includes:

- 2 faculty
- 7 staff

- 9 administrators
- 1 student
- Chair – VPSS

Meeting Schedule/Rubric Criteria - The ranking process will occur during regularly scheduled meetings using ranking criteria approved annually by the Student Services Planning Council.

Business Services Resource Allocation Process

Each fall: Establish a BFPC prioritization sub-committee that will prioritize resource requests of administrative program reviews from business services. The sub-committee will use a ranking criteria that is applicable to the resource requests submitted in business services program reviews. It will send technology requests to the Technology Committee for prioritization. The sub-committee will prioritize a list for staff and a separate list for equipment.

Membership – To be comprised of staff and administrators from within business services, and chaired by the Vice President, Business Services. Suggested membership includes:

- 2-3 business services administrators
- 4 classified staff (designated by CSEA)
- 2 Faculty
- Chair – VPBS

Meeting Schedule – Three meetings to be held in the fall term

Rubric Criteria – To be developed by Prioritization Sub-Committee

President's Office and Strategic Development Resource Allocation Process

Each fall: All resource requests submitted through the President's Office and Strategic Development Program Review process will be submitted ranked by the division and submitted to ISPC.

Membership – To be comprised of all staff and administrators from within the President's Office and Strategic Development respectively.

Meeting Schedule – One meeting to be held in the fall term

Rubric Criteria – To be developed by the divisions.

Prioritization Lists to ISPC

Student Services Planning Council, Business & Facilities Planning Council, Academic Affairs Prioritization Subcommittee, Academic Planning Council, President's Office, Strategic Development, and the Technology Committee will submit their prioritized lists to ISPC for approval. ISPC will vote to accept the lists as submitted by the respective council/committee/division. Once approved, the lists will be forwarded to the President for funding determination.

Rubric Criteria – Annually ISPC will review the rubric provided by each council/committee in the spring to ensure alignment with the Educational Master Plan and Strategic Plan.

NORCO COLLEGE
GRANTS APPROVAL PROCESS
2019

Preamble

Now that Norco College has established a Strategic Development Unit with its own Grants Development Office, the current process of taking grant application requests through both the Grants Committee and the Institutional Strategic Planning Council is no longer meeting the needs of the College. In order to secure approvals within the timeframe necessary for the College to develop well-written, competitive grant proposals, this new Grants Approval Process is being proposed.

Rapid Resource Review Board

Given the number of grant applications we are submitting and the increasingly short deadlines given by funding agencies, the process of going through the Grants Committee and subsequently, the Institutional Strategic Planning Council for approval is not meeting the needs of the College. This new process establishes a Rapid Resource Review Board (RRRB) to address all grant request approvals, much in the same way that an Institutional Research Board addresses the needs of research projects. Since grant applications must include the staff that will be hired and/or assigned to the grant, RRRB approval will also give the individual managing the grant authority to hire new positions or reassign staff as specified in the grant application.

RRRB membership will be comprised of all individuals who are currently voting members of the Grants Committee. Other individuals who are interested in serving on the RRRB will be given consideration, but in no case will the membership exceed 15 individuals. RRRB members will be eligible to vote on every item that is sent to the RRRB, however, there will not be an obligation to do so as there will be times when individuals will not be on duty, such as faculty outside of a primary term. In order to accommodate these individuals and provide them flexibility, quorum will be defined as all members voting on an item within the given review timeframe (not the total of individuals eligible to vote). Items that receive half plus one of quorum as defined above and on which a minimum of five members have voted will be considered approved. In instances where voting results in a tie, the College President will cast the tie-breaking vote. In order to ensure that all grant requests receive due consideration, any member who does not cast a single vote over a four month period will no longer serve as a member of the RRRB.

Turnaround times may vary, dependent upon the proximity of grant submission deadline, but a minimum of five business days will be given. A system will be established to support a virtual review and voting process. This will accommodate members whose schedules make it difficult to participate in face-to-face meetings or to complete the review process during specified hours. Grant information will be provided on a template that will, at a minimum, address 1) alignment with Norco College's strategic plan, 2) staff that will be included in the grant, 3) space considerations, 4) match requirements (which may or may not involve general fund) and 5) commitments that will be made in regard to institutionalization of personnel. In order to provide an approval process that accommodates the unique work of applying for private foundation grants, the RRRB will also review and vote on concept approval requests. These requests are distinctly different in that much will not be known about them at the time approval is requested, however, this will enable the college to move forward and not lose an opportunity if a funding offer is made and/or the College is invited to submit a full application. In such cases, additional information will be provided to the RRRB as it becomes available. Likewise, a

representative of the RRRB will provide periodic reports to the Institutional Strategic Planning Council, to inform them of the ongoing work of the RRRB. RRRB may schedule face-to-face meetings, as the membership deems necessary or helpful to its work.

Alternate Approval Process

Although the establishment of a RRRB should address the vast majority of grant application requests, there are sure to be rare instances where funding opportunities arise with such imminent deadlines that the new grants approval process will not accommodate them. In such instances, the Strategic Development Office will seek Presidential approval. Approvals of this type will be kept to an absolute minimum and when they are given, the President will send a communication to the RRRB to inform them of the particulars of the funding opportunity and his decision.

NORCO COLLEGE

Resource Request Procedure (RRP) - FY 2019/20

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Resource Requests should not include faculty positions nor currently budgeted on-going operational needs (e.g., annual instructional supplies).

Program Review at Norco College is on a three-year cycle, with all units undertaking comprehensive Program Review in 2017. Each subsequent year, annual goals are updated as needed, and college units submit Resource Requests related to program goals, in alignment with the College mission, strategic plan, budget priorities and intended outcomes. This planning starts in March of every year to ensure appropriate connection and timing related to college budget processes and institutional planning needs.

1. College Budget priorities for FY 2019/20 are discussed and determined by BFPC *(February 2019)*
2. The Resource Request process is initiated in program review by area managers. *(March 2019)*
   Requests include items identified and justified in program review:
   a. Items not funded in the previous year (these are rolled over if not funded)
   b. New items that were not listed in program review but are needed now to achieve outcomes.
   c. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities needs and non-faculty personnel).
3. Area managers work with faculty and staff to prioritize Resource Requests each year. *(Due May 15, 2019)*.
   - Full-time faculty requests follow the Academic Planning Council process.
   - The requests need to be prioritized by the program areas, including direct ties to college mission, strategic plan, budget priorities and intended outcomes.
   - Area managers identify top priorities for their areas.
4. Area vice presidents reviews prioritized list with respective departments/divisions and communicate the availability of possible funding. Some requests might be funded by grants or categorical funds. *(August 30 2019)*
5. Area vice presidents present prioritized Resource Request for their entire area to the appropriate planning council (BFPC, SSPC, and AAPC) for discussion. *(September, 2019)*
6. Area Vice Presidents present Planning Council funding priorities to President's Cabinet for analysis in accordance with strategic plan. *(September, 2019)*
7. Business Services begins allocation of funds for prioritized items based on funding availability, provides GL accounts for funded items and provides rationale for unfunded items. *(October-November, 2019)*

Rationale for Unfunded Items:
1. Request not related to College Mission
2. Request not related to Strategic Plan
3. Request does not meet budget priorities
4. Request not related to intended outcomes
5. Funding not available/Insufficient funding
6. Low priority request
7. Not enough information provided.

---

8. Area leaders work with faculty and staff to process purchases of funded Resource Requests. *(November 2019-April 2020)*
9. *Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years.* *(When, In July after the fiscal year ends or February before a new program review cycle begins?)*
10. Annual institution wide evaluation of effectiveness of the Resource Request Procedures (RRP) takes place, results are analyzed to enable continuous improvement. *(November 2019)*
11. Area VP reviews unfunded Resource Requests for FY 19/20 and funds additional requests according to priority previously established. (If additional funding exist). *(February 2020)*

DRAFT 2019/20 Norco College Budget Priorities

ISPC

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

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

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

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

Revised May 10, 2019

Version 042519

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL SUBMITTAL FORM

GRANT PROPOSAL DETAILS	
Name of Proposal Initiator	Mark DeAsis
Email Address	Mark.DeAsis@NorcoCollege.Edu
Phone Number	951—372-7014
Department	Admissions & Records in Collaboration with JFK Middle College HS
Name of proposal	Fund for Student Success (2019-20 RENEWAL)
Please provide a brief description or an abstract of this proposal.	The grant provides an opportunity to strengthen the existing partnership between Norco College and JFK Middle College High School by continuing efforts to support on-site counseling and follow-up services, community outreach, and enrollment. Through collaboration, the grant will provide academic advising opportunities in an effort to increase completion of degrees and certificates. Data on success, enrollment, completion rates, and interventions will be tracked regularly.
Funding Agency	California Community College Chancellor's Office-Academic Affairs
Amount to be Requested (annually)	$100,000 (year 1), $100,000 (year 2), $100,000 (year 3)
Grant duration (years)	1 year (2017-2018), 2nd year (2018-2019), 3rd year (2019-2020)
Grant start and end dates	July 1, 2017- June 30, 2020
Grant due date	Renewal Due Date June 3, 2019
List grant objective(s)	1. Establishment of a Middle College High School program on a community college campus 2. Demonstrate effectiveness in recruiting at-risk students into the MCHS Program 3. Collaboration between high school district and community college district for the development of outreach and support services 4. Develop enrollment practices that would support completion of high school diploma and courses applicable towards a degree, certificate or transfer. 5. Enhance students' college career options
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development, activities, etc.)	1. Counseling through formulation of student education plans and follow up 2. Outreach and recruitment of at-risk students 3. Application, registration, and orientation workshops
List titles of personnel that will be needed if the grant is funded. Please note if positions are existing or new.	1. Mark DeAsis, Project Director (25% time and effort, in-kind by RCCD) 2. Maureen Sinclair, Director of Dual Enrollment (100% time and effort, in-kind by RCCD) 3. Lisa Martin, Counselor (25% time and effort, in-kind by SSSP) 4. Enrollment Services Assistant (48.5% grant funds) 5. Daniel Landin, Educational Advisor, (100% time and effort, grant funded) 6. Institutional Research (48.5% grant funds)
List office space needs and/or use of campus facilities necessary for implementation of this grant	No additional Space needed
List NC Strategic Initiatives that this proposal addresses:	Strategic Plan and Process Goal 4: Create Effective Community Partnerships Objective 5: Continue the success of John F. Kennedy Middle College High school Partnership
Which group(s) will benefit from this grant and how? (high school students, college students, faculty, staff, other)	This grant primarily benefits JFK Middle College High School Students. Students will receive dedicated advisement and support to improve course completion and success.
Does this grant require partners? If yes, please provide details.	This grant is in collaboration with JFK Middle College High School.

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL SUBMITTAL FORM

Does the grant have a dollar match requirement? If yes, please provide details.	Yes, a 50/50 match is required. This requirement is being met with in-kind contributions from Norco College and JFK Middle College High School and does not require additional funding from the college.
It is necessary to obtain approval from any academic/student services department for the implementation of proposed activities? If yes, have these approvals been obtained?	Not applicable.
What are the short-term and/or long-term requirements/obligations for the college if this proposal is funded?	There are no long-term obligations. The only obligation is the 50/50 match for the duration of the grant period(s).
Who will prepare the proposal on behalf of the college?	Maureen Sinclair
Is it necessary to hire grant consultants to prepare the proposal? If yes, provide a cost estimate.	Not Applicable
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained the necessary approvals?	Not Applicable.

REVIEW AND APPROVAL BY STRATEGIC PLANNING COMMITTEES	
Grants Committee Review Date	**Committee Recommendation**
Review Date: _____	
Approvals:	Co-Chair: _____ Co-Chair: _____
ISPC Review Date	**Committee Recommendation**
Review Date: _____	
Approvals:	Co-Chair _____ Co-Chair _____ Co-Chair _____

GRANT PROPOSAL INFORMATION	
Proposal Initiator	Dr. Kevin Fleming
Email Address	Kevin.fleming@norcocollege.edu
Phone Number	951-739-7880
Department	Strategic Development
Proposal Name/ Title	eSports Ecosystem
Please provide a brief description or an abstract of this proposal.	Funding support for the contextualization of curriculum (for eSports) and the expansion of Norco College's eSports initiative. The initiative is intended to create a 2+2+2 pipeline for STEM/engineering by increasing interest and retention in STEM/engineering programs.
Funding Agency/ Source	Samueli Foundation
Annual Funding	N/A
Total Funding	$100,000+
Grant Duration (start and end dates)	TBD – We will request two years
Proposal Due Date	June 7, 2019
List grant Objectives	1) Contextualization of curriculum (for eSports) 2) Expansion of Norco College's eSports initiative
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development, activities, etc.)	1) Program/event coordination for eSports 2) Establishment of and support for eSports team 3) High school outreach 4) Professional development for students and staff 5) Infrastructure feasibility study
What are the short-term, and/or long-term requirements/obligations for the college if this proposal is funded?	Short term: Hiring of new part-time eSports Coordinator (classified position). Long term is the adoption of contextualized curriculum.
List titles of personnel needed to implement the grant and note if the positions are new or existing.	eSports Coordinator (new position) and Dean of Student Life to provide leadership.
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained approvals?	No.
Describe how many workstations, office space, and/or facilities will be needed to implementation this grant?	One new workstation in Student Life.
List college and/or district strategic Initiatives that this proposal addresses.	EMP goals: 2 - Implement Guided Pathways framework

	8 – Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs
Who will benefit from this grant if funded and how? (College students, faculty, staff, administrators, high school students, other)	Norco College students (including Dual Enrollment students)
Does this grant require community or industry partners? If yes, list partner(s).	Yes, UC Irvine, Riverside County Office of Education, North American Scholastic eSports Federation.
Is there a dollar match requirement? If yes, provide details.	No.
Is it necessary to seek approval from academic/student services departments to implement the proposed activities? If yes, have you obtained the necessary approvals?	Yes, yes.
What information is needed from Institutional Research and Effectiveness to complete the proposal?	N/A
If approved, who will develop the proposal?	Dr. Kevin Fleming, Colleen Molko, Dr. Lee, Dr. Hartley, Ana Molina, Roshan Uma (student, eSports club president).
Will it be necessary to hire grant consultants to prepare this proposal? If yes, provide a cost estimate.	No.

COMMITTEE APPROVAL	
Date:	
Approvals:	Co-Chair:
	Co-Chair:

ISPC APPROVAL	
Date:	
Approvals:	Tri-Chair:
	Tri-Chair:

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL INFORMATION FORM

	Tri-Chair:

GRANT PROPOSAL INFORMATION	
Proposal Initiator	Dr. Maureen Sinclair
Email Address	Maureen.sinclair@norcocollege.edu
Phone Number	738-7746
Department	Student Services
Proposal Name/ Title	Dual Enrollment in STEM
Please provide a brief description or an abstract of this proposal.	A resubmission, this proposal would support our current dual enrollment efforts by emphasizing STEM offerings.
Funding Agency/ Source	National Science Foundation
Annual Funding	$200,000
Total Funding	$600,000
Grant Duration (start and end dates)	October 1, 2020 – September 30, 2023
Proposal Due Date	October 3, 2019
List grant Objectives	1) Utilize Norco College's established non-STEM dual enrollment model to establish a dual enrollment in STEM program 2) Disseminate Norco College's successful Dual Enrollment in STEM model
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development, activities, etc.)	1.1 Secure all necessary approvals for College and Career Access Pathways (CCAP) agreements that govern the structure and procedures for all dual enrollment programs in California 1.2 Work with faculty and administrators at Norco College and each respective high school site to identify most viable STEM pathway programs and course offerings 1.3 Develop a strategic implementation plan with timelines for the project 1.4 Implement the strategic project plan and target student recruitment activities to correspond with plan targets and to emphasize underrepresented populations 1.5 Provide students in the project with guidance and support services to ensure retention and completion of both certificate and associate degree attainment in each student's respective STEM pathway 2.1 Identify conferences and events attended by community and technical colleges 2.2 Make presentations at targeted conferences and events to share the program model and successful implementation strategies

GRANT PROPOSAL INFORMATION FORM

	2.3 Provide sample CCAP agreements, outreach materials and other project deliverables
What are the short-term, and/or long-term requirements/obligations for the college if this proposal is funded?	Implementation of the proposal activities as proposed and maintaining STEM offerings in our dual enrollment program after the grant ends.
List titles of personnel needed to implement the grant and note if the positions are new or existing.	The budget has not been finalized, but it is anticipated that the following items will be included: Faculty time for sections that are low enrolled, PI @ 25%, Outreach Passport to College Coordinator @ 50%.
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained approvals?	Dr. Sinclair and her staff are already doing this work.
Describe how many workstations, office space, and/or facilities will be needed to implementation this grant?	May require one workstation that was previously utilized by CCPT staff that resigned.
List college and/or district strategic Initiatives that this proposal addresses.	This project supports our Dual Enrollment initiative.
Who will benefit from this grant if funded and how? (College students, faculty, staff, administrators, high school students, other)	High school students in our service area would benefit greatly by being able to take college courses in the STEM areas at their respective local high schools. Norco College will benefit through the development of a pipeline into our STEM programs, increased enrollment in STEM courses and the resulting increase in FTE funding that would result.
Does this grant require community or industry partners? If yes, list partner(s).	Yes, the grant would require partnerships with the participating high schools.
Is there a dollar match requirement? If yes, provide details.	There is no match requirement in this grant.
Is it necessary to seek approval from academic/student services departments to implement the proposed activities? If yes, have you obtained the necessary approvals?	Drs. Green, Sinclair and Parks are all in support of this proposal.
What information is needed from Institutional Research and Effectiveness to complete the proposal?	It is not anticipated that data from IR&E will be needed.

If approved, who will develop the proposal?	The District Grants Office along with Dr. Sinclair and Colleen Molko.
Will it be necessary to hire grant consultants to prepare this proposal? If yes, provide a cost estimate.	No consultants will be utilized.

COMMITTEE APPROVAL	
Date:	
Approvals:	Co-Chair: Co-Chair:

ISPC APPROVAL	
Date:	
Approvals:	Tri-Chair: Tri-Chair: Tri-Chair:

GRANT PROPOSAL INFORMATION	
Proposal Initiator	Colleen Molko
Email Address	Colleen.molko@norcocollege.edu
Phone Number	739-7808
Department	Strategic Development
Proposal Name/ Title	Partner to University of Louisville in their Manufacturing for the Future National Center application
Please provide a brief description or an abstract of this proposal.	Support implementation of the project by connecting U of L with National Center for Supply Chain Automation education and industry contacts, convening a regional workshop to identify emerging manufacturing trends and sharing information gleaned from all workshops with partners and through contributing and reviewing curriculum and instructional materials.
Funding Agency/ Source	National Science Foundation
Annual Funding	varies
Total Funding	$1,495,963
Grant Duration (start and end dates)	10/1/20 – 9/30/25
Proposal Due Date	10/3/19
List grant Objectives	Pertains to lead applicant, U of L
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development, activities, etc.)	Support implementation of the project by connecting U of L with National Center for Supply Chain Automation education and industry contacts, convening a regional workshop to identify emerging manufacturing trends and sharing information gleaned from all workshops with partners and through contributing and reviewing curriculum and instructional materials.
What are the short-term, and/or long-term requirements/obligations for the college if this proposal is funded?	Only to provide support to U of L in implementation as described above.
List titles of personnel needed to implement the grant and note if the positions are new or existing.	SCA Principal Investigator (existing)
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained approvals?	Yes, SCA PI would be assigned to this project at 20%
Describe how many workstations, office space, and/or facilities will be needed to implementation this grant?	No new workstations

GRANT PROPOSAL INFORMATION FORM

List college and/or district strategic Initiatives that this proposal addresses.	Goal 6: (Workforce and Economic Development) Reduce working poverty and the skills gap Goal 7: (Community Development) Host initiatives that impact regional development
Who will benefit from this grant if funded and how? (College students, faculty, staff, administrators, high school students, other)	Potential supply chain technicians across the U.S. who will, as a result of this work, secure a living wage job.
Does this grant require community or industry partners? If yes, list partner(s).	Yes, existing SCA partners.
Is there a dollar match requirement? If yes, provide details.	No match
Is it necessary to seek approval from academic/student services departments to implement the proposed activities? If yes, have you obtained the necessary approvals?	N/A – this is not a college-based project
What information is needed from Institutional Research and Effectiveness to complete the proposal?	None
If approved, who will develop the proposal?	University of Louisville, SCA has contributed its respective content
Will it be necessary to hire grant consultants to prepare this proposal? If yes, provide a cost estimate.	No

COMMITTEE APPROVAL	
Date:	
Approvals:	Co-Chair: Co-Chair:

ISPC APPROVAL	
Date:	
Approvals:	Tri-Chair: Tri-Chair: Tri-Chair:

GRANT PROPOSAL INFORMATION	
Proposal Initiator	Dr. Kaneesha Tarrant, Dr. Tenisha James, Colleen Molko
Email Address	various
Phone Number	various
Department	Student Services, Strategic Development
Proposal Name/ Title	Project PACES: Pathways to Access, Completion, Equity and Success
Please provide a brief description or an abstract of this proposal.	Project PACES will: 1) Increase Hispanic and low-income retention and graduation by implementing Guided Pathways that includes the establishment of meta-majors, restructured student success teams, and clear pathways to careers and further education. 2) Increase Hispanic and low-income enrollment and access through college-wide coordination of equity-related programs; and 3) Implement professional development around Guided Pathways and an Equity framework to foster a culture of ongoing improvement.
Funding Agency/ Source	U.S. Department of Education
Annual Funding	varies
Total Funding	$2,754,383
Grant Duration (start and end dates)	10/1/19 – 9/30/24
Proposal Due Date	7/15/19
List grant Objectives	See attachment at end of document
List grant activities and/or requirements by the funding agency (i.e. services to be provided, curriculum development, activities, etc.)	1) Implement a Guided Pathways model with intuitive onboarding and strong student support services to improve persistence, completion and transfer rates for Latinx and low-income students 2) Improve college-wide coordination of equity-related programs to increase enrollment and access to educational opportunities for Latinx and other underrepresented students 3) Implement professional development around Guided Pathways and an Equity framework to foster a culture of ongoing improvement.
What are the short-term, and/or long-term requirements/obligations for the college if this proposal is funded?	Sustain the institutional change that is achieved through implementation of the grant; assign the Dean of Student Services to implement activity 1 @ 33% of her time (Guided Pathways implementation); assignthe Dean of Grants and Student Equity to implement activity 3 (Guided Pathways Professional

	Development) @ 25%; and institutionalize the new Educational Advisor beginning in year 4 (25%), increasing to 50% in year 5, and 100% after the grant ends.
List titles of personnel needed to implement the grant and note if the positions are new or existing.	Dean of Student Services @ 33% Dean of Grants and Student Equity @ 25% Activities Coordinator @ 100% (new, grant funded) Ed Advisor @ 100% in years 1-3, 75% in year 4 and 50% in year 5 (new, grant funded) Marketing and Media Technician @ 25% years 1-5 Faculty time for activities that include: completing program maps/pathway trailheads, hosting engagement centers, populating college-specific information into EduNav, participating in professional development (including equity based pedagogy training and training on implementing the four Guided Pathways pillars), conducting customized research on careers, assessing pedagogical approaches via evaluating disaggregated data, and other necessary program-related activities Grants Admin Specialist @ 50% (new, grant funded)
Will it be necessary to reassign existing faculty/staff to implement this grant? If yes, have you obtained approvals?	Yes, as indicated above
Describe how many workstations, office space, and/or facilities will be needed to implementation this grant?	Three new workstations
List college and/or district strategic Initiatives that this proposal addresses.	Goal 2: (Success) Implement Guided Pathways framework Goal 3: (Equity) Close all student equity gaps Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement Goal 13: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals
Who will benefit from this grant if funded and how? (College students, faculty, staff, administrators, high school students, other)	Norco College students, faculty, staff and administrators

NORCO COLLEGE GRANTS COMMITTEE

GRANT PROPOSAL INFORMATION FORM

Does this grant require community or industry partners? If yes, list partner(s).	No
Is there a dollar match requirement? If yes, provide details.	No match
Is it necessary to seek approval from academic/student services departments to implement the proposed activities? If yes, have you obtained the necessary approvals?	Yes. Student Services has approved all activities.
What information is needed from Institutional Research and Effectiveness to complete the proposal?	N/A
If approved, who will develop the proposal?	Grant writing consultants, Drs. Tarrant and James, Colleen Molko
Will it be necessary to hire grant consultants to prepare this proposal? If yes, provide a cost estimate.	Strategic Development utilized reinvestment $18,000 in funding to pay grant writing consultants

COMMITTEE APPROVAL	
Date:	
Approvals:	Co-Chair: Co-Chair:

ISPC APPROVAL	
Date:	
Approvals:	Tri-Chair: Tri-Chair: Tri-Chair:

Overview of Activity Goals, Strategies and Objectives		
Activity 1	*Strategies*	*Guided Pathways*
Activity Goal: Implement a Guided Pathways model with intuitive onboarding and strong student support services to improve persistence, completion and transfer rates for Latinx and low-income students	**Strategy 1:** Guided Academic Pathways; Meta-Majors; Degree, Transfer, and Career Maps; Predictable Course Scheduling; Website Development **Strategy 2:** Student Success Teams	**Objective 3 – Credits to Degree:** By 2024, there will be a 10% decrease in average credits taken to degree completion from 88 in 2018 to 79 in 2024. **Objective 6- Associate Completion:** By 2024, there will be a 12% increase in the annual number of Hispanic students earning an associate degree or certificate from 535 in 2018 to 600 in 2024. **Objective 7 – Graduation Rates:** By 2024, there will be an 85% increase in the four-year graduation rates of Hispanic students from 13.1% in 2018 to 24.3% in 2024. **Objective 9 - Transfer:** By 2024, there will be a 165% increase in the four-year transfer rate of Hispanic students from 8.6% in 2018 to 22.8% in 2024. **Objective 10 – Articulation Agreements:** By 2024, 10 articulation agreements will be created, revised and implemented with local four-year institutions, especially HSIs. (Estimate)
Activity 2	*Strategies*	*Equity and Access*
Activity Goal: Improve college-wide coordination of equity-related programs to increase enrollment and access to educational opportunities for Latinx and other underrepresented students	**Strategy 3:** Transform the onboarding experience; improve the transition to the CC environment, and decrease timeline for OAC Completion: Orientation, Assessment, & Counseling **Strategy 4:** Campus Wide Coordination of Equity-Related Programs; Increasing enrollment of Hispanic, low-income, and other disproportionately impacted (DI) groups. *Strategy 5:* Creating a Culture of Financial Literacy/Competence	**Objective 1- Expand College Access:** By 2024, there will be a 35% increase in FTE enrollment from 7,300 in 2018 to 9,900 FTE students in 2024. **Objective 2 – Recruitment:** By 2024, there will be a 61% increase in number of FTFT enrolled students from 508 in 2018 to 818 in 2024. **Objective 4 – Financial Literacy:** By 2024, there will be a 11% increase in percent of students receiving financial aid from 73% in 2018 to 81% in 2024. **Objective 5 - Persistence:** By 2024, there will be a 5% increase in the first- to second-year persistence rate of Hispanic students from 68.4% in 2018 to 73.4% in 2024.
Activity 3	*Strategies*	*Professional Development*
Activity Goal: Implement professional development around Guided Pathways and an Equity framework to foster a culture of ongoing improvement.	**Strategy 6:** Professional Development Coordinator **Strategy 7:** Disaggregated Data and Training **Strategy 8:** Culturally Responsive Assessment Practices **Strategy 9:** Equity-based Pedagogy Training and Support for All Faculty **Strategy 10:** Professional Development-Four Pillars of Guided Pathways **Strategy 11:** Faculty Transfer Academy: Developing Instructional Faculty into Transfer Agents	**Objective 8 - Professional Development:** By 2024, 150 faculty will be trained in equitable advisement approaches and teaching practices to address the needs of Hispanic and low-income students over the 2018 baseline of 0 faculty.