Program Review - Overall Report

Administrative: Office of the President

Prez/Strategic Enrollment Management

Program/Unit Goal
Prez/Direct Strategic Enrollment Management Plan

Goal Cycle
2024 - 2027

What are you doing now in support of this goal?
In 2022-2023, Norco College created the infrastructure for the development and implementation of the college's first strategic enrollment management (SEM) plan. The SEM plan follows the student through their educational journey from application to completion using the Loss Momentum Framework that makes enrollment management a college-wide responsibility. Focusing on the holistic student journey moves the college away from a former focus on enrollment at specific times of the year to a model that ensures we support our students from enrollment to persistence and completion.

What are your plans (3-year) regarding this goal?
2022-2023 – SEM infrastructure development; 2023-2024 – SEM Plan development and approval; 2024-2025 – SEM implementation; 2025-2026 – SEM implementation and evaluation

Please add any relevant documents here.

Mapping
<u>Educational Master Plan (2020-2025):</u> ( )
- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 2.1 - KPI 4 (Academic Affairs):
- 2025 Objective 2.2 - KPI 5 (Academic Affairs):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):

Evidence

Evidence Date
01/10/2024

Please provide any assessment data or other evidence that supports this Program/Unit Goal.
SEM Plan Approval and one-time annual budget line item for SEM implementation

Is there a resource request associated with this Goal?
Yes

If yes, please provide a short description.
Recommend annual budget line item of one-time funds for SEM implementation; $50,000 request.

Please add any relevant documents here.

Prez/Campus Climate Survey

Program/Unit Goal
Prez/Direct the establishment of Campus Climate Survey schedule.

Goal Cycle
2024 - 2027

What are you doing now in support of this goal?
The President's Office endorses climate surveys. The most recent being the NACCC surveys for students, faculty, and classified professionals.

What are your plans (3-year) regarding this goal?
The college needs to establish a regular climate survey schedule and embed recommendations derived from the findings in our existing council structure. It is proposed the Institutional Effectiveness and Governance Council lead these efforts.

Please add any relevant documents here.

Mapping
Educational Master Plan (2020-2025): ( )
- 2025 Objective 6.5 (Office of the President):
- 2025 Objective 8.5 (Office of the President):
- 2025 Objective 9.3 (Office of the President):

Evidence

Evidence Date
02/07/2024

Please provide any assessment data or other evidence that supports this Program/Unit Goal.
IEGC recommendation of campus climate survey schedule and the development of an infrastructure to address findings.

Is there a resource request associated with this Goal?
Yes

If yes, please provide a short description.
The college will need to invest in the cost to support the recommended survey instrument.

Please add any relevant documents here.

Prez/Institutional Efficiency

Program/Unit Goal
Prez/Direct the development of a college BAM with an emphasis on fairness, equity, and transparency

Goal Cycle
2024 - 2027

What are you doing now in support of this goal?
Guiding allocation decisions related to the college's strategic plan, including the scaling of Guided Pathways implementation efforts.

What are your plans (3-year) regarding this goal?
2023-2024 – College analysis of resource allocation and development of metrics aligned with District BAM and consistent across the colleges; 2024-2025 – Implement the first phase of college BAM and evaluate; 2025-2026 – implement next phase and evaluate.

Please add any relevant documents here.

Mapping
Educational Master Plan (2020-2025): ( )
- 2025 Objective 8.5 (Office of the President):
- 2025 Objective 9.3 (Office of the President):

Evidence

Evidence Date
02/07/2024

Please provide any assessment data or other evidence that supports this Program/Unit Goal.
1. College FTES targets by discipline, grouped by school; 2. Identify variable errors and fix; 3. Establish cost implications for low efficient areas; 4. Identify impacts of classroom load cap on 'potential' FTES generation; 5. Determine classroom/lab efficiency in maximizing efficient FTES production; 6. Determine scheduling

considerations; 7. Develop proposed course of action; 8. Consider DE offerings role in efficiency and productivity.

Is there a resource request associated with this Goal?
Yes

If yes, please provide a short description.
College BAM will require some resource reallocation and possibly some additional funding to ensure a fair, equitable, and transparent model.

Please add any relevant documents here.

2024 - 2027

Please discuss any publications or published information that require regular updates for your area.

President's monthly external newsletter is emailed to 2,825 stakeholders, community leaders, service organizations, alumni, school districts, elected officials, and chambers within the NC region.

Please add any relevant documents here.

Equity

<table>
<tr><td>2024 - 2027</td></tr>
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1. Which equity-related professional development trainings have members of your area participated in to improve student learning, student support, and/or college support?

CORA Trainings, DEIA State Webinars, various Student Equity Training, California Guided Pathways Institutes; DEIA professional development is included in all confidential and management evaluations.

2. What knowledge or skills/techniques have members in your area implemented from these trainings and what changes have you seen?

This Office has provided leadership in the college's Racial Equity Task Force, district Call to Action Professional Development, and district Equity Audit action plan.

3. What additional equity-related professional development/trainings do you seek to better support your area?

The college needs a regular DEIA training schedule as recommended by the district Call to Action Professional Development recommendation. Training schedule need to consider specialized trainings by constituency group and proficiency levels (beginner to expert).

Please add any relevant documents here.

6.5 Position the college's image and reputation as a leading academic institution in the region.

EMP Goal

2030 Goal 6 (Community Partnerships) Pursue, develop, & sustain collaborative partnerships.

Assessment Method

How do you plan to assess this objective?

Monitoring Annual FTES (KPI 1), Success (KPI 4/5), and Equity factors (KPI 8-12) - before and after SEM Plan implementation.

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

01/10/2024

Progress/Findings

Explain the progress, status and/or results/findings of this assessment.

Increased FTES after pandemic but not at pre-pandemic levels. Success and equity factors continue to lag. Certificate attainment is below ISS in 2022-2023.
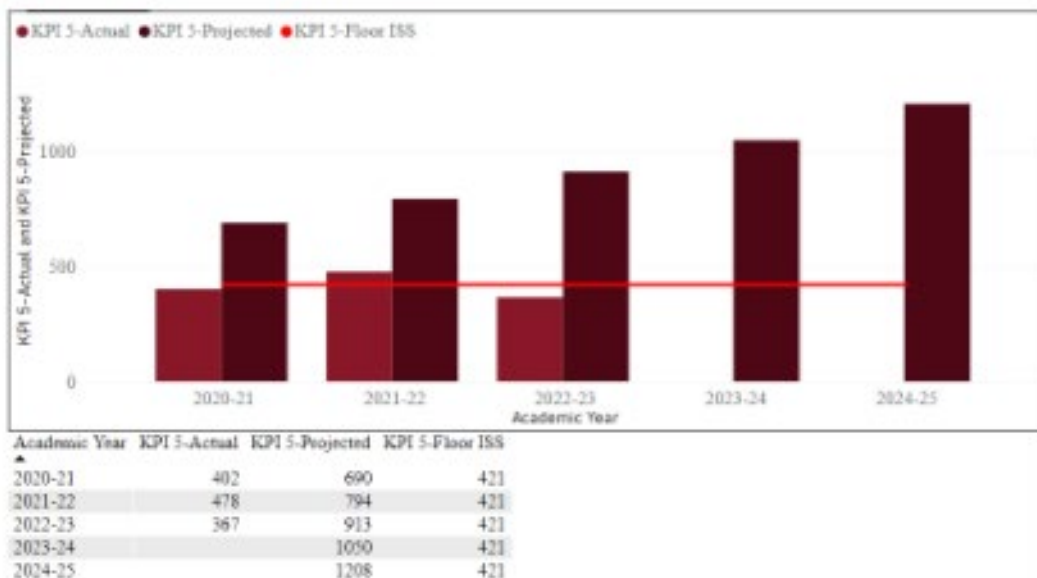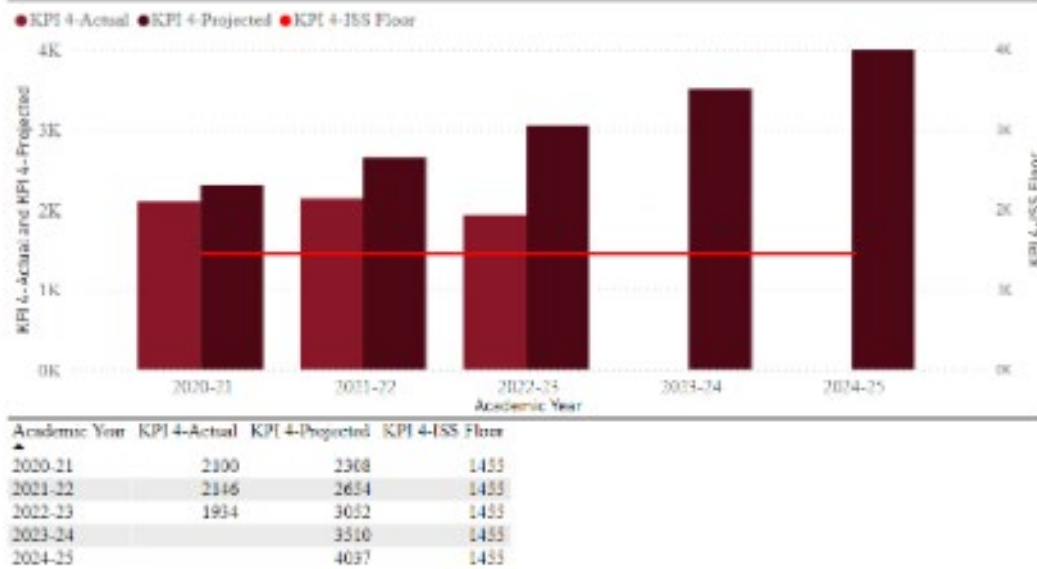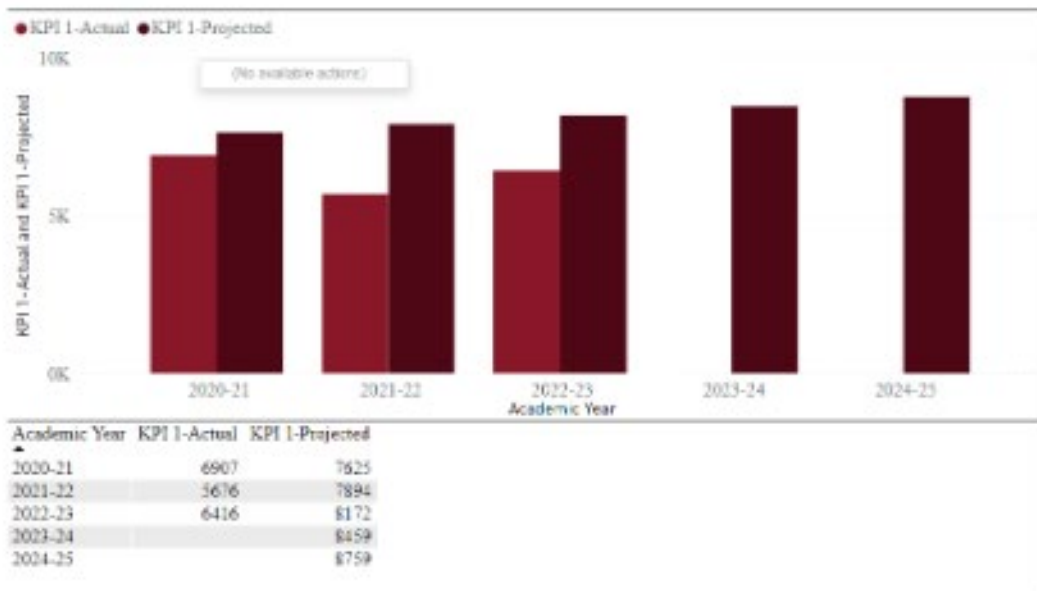
Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Support practices and resource allocation to the implementation of the SEM Plan.

Please add screenshot here.

KPI 1-Actual ● KPI 1-Projected

Academic Year	KPI 1-Actual	KPI 1-Projected
2020-21	6907	7625
2021-22	5676	7894
2022-23	6416	8172
2023-24		8459
2024-25		8759

KPI 4-Actual ● KPI 4-Projected ● KPI 4-ISS Floor

Academic Year	KPI 4-Actual	KPI 4-Projected	KPI 4-ISS Floor
2020-21	2100	2308	1455
2021-22	2146	2654	1455
2022-23	1934	3052	1455
2023-24		3510	1455
2024-25		4037	1455

KPI 5-Actual ● KPI 5-Projected ● KPI 5-Floor ISS

Academic Year	KPI 5-Actual	KPI 5-Projected	KPI 5-Floor ISS
2020-21	402	690	421
2021-22	478	794	421
2022-23	367	913	421
2023-24		1050	421
2024-25		1208	421

Please upload any related assessment data or documents.

KPI 1 FTES 22-23.png
Progress/Findings Date
01/10/2024

8.5 Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan

EMP Goal
2030 Goal 8 (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.

Assessment Method

How do you plan to assess this objective?
Monthly updates to the college's organizational chart with respect to personnel hiring and reorganizations. Regular review of personnel and organizational structure in the college's executive cabinet meetings.
Method used to assess
Qualitative (Observation, summary of status, etc.)
Status
Active
Date
02/01/2024

Progress/Findings

Explain the progress, status and/or results/findings of this assessment.
Continual evaluation of the college's organizational structure to promote efficiency and effectiveness. Personnel hirings and organizational structural changes transparent in organizational charts, Regular Updates, and the President's End of the Year Memo.
Score
3 - Almost Completed (75% + Complete)
How can you continue to improve towards completing this objective?
Ensure regular meetings with college vice presidents and collaborative executive cabinet meetings to evaluate organizational needs and structure. Continue to publish current organizational charts (https://www.norcocollege.edu/about/president/Pages/charts.aspx), the Regular Update (https://www.norcocollege.edu/about/president/Pages/update.aspx), and President's Memorandum (https://www.norcocollege.edu/about/president/Pages/memorandum.aspx).
Please add screenshot here.
Please upload any related assessment data or documents.

Progress/Findings Date
02/07/2024

9.3 Develop culture that recognizes/thanks employees on regular basis and celebrates college's successes.

EMP Goal
2030 EMP Goal (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture.

Assessment Method

How do you plan to assess this objective?
Annual service awards events, monthly employee recognition through the Mustang of the Month, and Regular Update submissions.
Method used to assess
Qualitative (Observation, summary of status, etc.)

Status
Active

Date
02/01/2024

Progress/Findings

Explain the progress, status and/or results/findings of this assessment.
The college has a standard schedule in place for annual service awards in the spring, monthly employee recognition, and semimonthly Regular Updates. The college recently participated in the Fall 2022 NACCC Staff Survey.

Score
3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?
Ensure the standard schedule is maintained and encourage submissions for: employee recognition (https://www.norcocollege.edu/about/president/motm/Pages/index.aspx) and Regular Updates (https://www.norcocollege.edu/about/president/Pages/update.aspx). The college needs a regular schedule for staff climate survey administration and a thoughtful action plan to address findings.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date
02/01/2024

Strategic Enrollment Management (SEM) Budget Augmentation

Resource Year
2024 - 2027

What resources do we already have?
N/A

What resources do you need?
Additional Funding

$ Amount Requested
50,000

Resource Type
BUDGET: Request Ongoing Funding (Support, Mktg)

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.
Strategic enrollment management involves the intentional coordination of recruitment, retention, and student support services to enhance access, success, and equity in achieving guided pathways for students. This approach ensures that enrollment efforts are aligned with institutional goals and student needs. By analyzing data and implementing targeted interventions, community colleges can identify barriers to access and success, such as financial constraints or academic preparedness, and develop strategies to address them. Additionally, strategic enrollment management promotes diversity and inclusivity by actively recruiting and supporting underrepresented student populations. Overall, it fosters a supportive environment where all students have the resources and guidance, they need to navigate their educational journey and achieve their goals. This request supports EMP Goals 1 (Access), 2 (Success), 3 (Equity) and 8 (Effectiveness, Planning, and Governance), the college's goals for achieving equity in Guided Pathways and the office of the president Program Goal 1.

This request for my area is Priority #:
2

Is this request
New

Mapping
Administrative: Office of the President: (.)
- 8.5 Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan: .
- Prez/Strategic Enrollment Management: .

Educational Master Plan (2020-2025): ( )
- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 2.1 - KPI 4 (Academic Affairs):
- 2025 Objective 2.2 - KPI 5 (Academic Affairs):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.1 (Planning and Development):

Student Equity Plan: (.)
- Equity-related Professional Development: .
- Persistence for Black/African American Students: .
- Successful Enrollment for Black/African American Students: .
- Transfer for Hispanic/ Latinx Students: .
- Transfer-level math and English for Hispanic/ Latinx Students: .
- Vision Goal Completion for Hispanic/ Latinx Students: .

President's Office Staff

Resource Year
2024 - 2027

What resources do we already have?
1 Executive Administrative Assistant

What resources do you need?
1 PT Admin Asst. 1

$ Amount Requested
57,971

Resource Type
STAFF: Classified Professional, Confidential, Mgr

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.
Clerical support is critical to enhancing the institution's image and reputation as a leading educational provider in the region. By investing in additional clerical support, the college demonstrates its commitment to operational excellence and efficiency. With more administrative staff available to handle tasks efficiently, the President's Office can dedicate more time and resources to strategic initiatives aimed at elevating the college's profile and impact. (EMP Objective 6.5, 9.3)

This request for my area is Priority #:
3

Is this request
New

Mapping
<u>Administrative: Office of the President:</u> (.)
- 6.5 Position the college's image and reputation as a leading academic institution in the region.: .
- 9.3 Develop culture that recognizes/thanks employees on regular basis and celebrates college's successes.: .
- Prez/Campus Climate Survey: .
- Prez/Institutional Efficiency: .

<u>Educational Master Plan (2020-2025):</u> ( )
- 2025 Objective 8.5 (Office of the President):
- 2025 Objective 9.3 (Office of the President):

Webmaster

Resource Year
2024 - 2027

What resources do we already have?
N/A

What resources do you need?
Webmaster

$ Amount Requested
172,170

Resource Type
STAFF: Classified Professional, Confidential, Mgr

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

The 2023-2024 Student Equity Plan research findings and student recommendations request and enhancement in institutional communication with a preference to obtain vital information online. Our website is not intuitive and it is vitally important that we have an expert webmaster that understands the connections between web design and how students seek to navigate resources related to enrollment, pathways, and resources. As an example, support services students wish Norco had where many exist include, in order of frequency mentioned, free tutoring, mental health counseling, parent support groups, advice managing multiple responsibilities, career services to find internships, help paying for books, mentorship, legal and students' rights support, and housing support. Students sought improved website user-experience including self-service information about academic paths as well as support services available, their purpose, and how they can access them. Overall, our student voices suggest strongly that systematic equity at Norco College relies on improving communications. The college's first webmaster must be positioned to work closely with the Senior Public Affairs Officer.

This request for my area is Priority #:
1
Is this request
New
Mapping
Administrative: Office of the President: (.)
- 6.5 Position the college's image and reputation as a leading academic institution in the region.: .
- 8.5 Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan: .
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- 2025 Objective 2.1 - KPI 4 (Academic Affairs):
- 2025 Objective 2.2 - KPI 5 (Academic Affairs):
- 2025 Objective 2.4 - KPI 6 (Student Services):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 2: Success:
- 2030 Goal 3: Equity:
Student Equity Plan: (.)
- Successful Enrollment for Black/African American Students: .

<div style="text-align:center;background:#5f8090;color:white;">2024 - 2027</div>

Program Review Reflections

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

Nuventive feels disjointed, it is not continuous and because of this it is difficult to see the big picture. A new, better system is needed. Recommend exploring other systems like eLumen.

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

N/A

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

KPI Power BI – When downloaded the graphs are not labeled.

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

Submission

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

Yes