



Program Review - Overall Report

Administrative: Planning and Development

Program/Unit Goals

IE-Function and Scope

Program/Unit Goal

Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.

- Increase awareness and understanding of roles and responsibilities of IE & IR
- Increase college-wide understanding of dashboards and other available data sources (data literacy)
- Data Governance Manual and Process

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

1. Provided [Data Magic workshops](#) on key tools for accessing and utilizing data sources which were posted for reference on the IR website.
2. Produced the first IE Newsletter in Fall 2023 Semester.
3. Presently writing the Data Governance Manual which outlines the process for establishing secure and valid data sources.

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

1. Create a Data Governance Manual and Process.
2. Continue to publish a semesterly IE Newsletter.
3. Develop a short IE/IR introduction video?

Please add any relevant documents here.

[Data Governance Draft 061523.docx](#)

Mapping

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

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)
- **2025 Objective 8.3 (Academic Senate & College Council):** Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan (✓)

Progress and Evidence

Evidence Date

03/06/2026

What progress have you made toward this goal?

Program/Unit Goals

The Office of Institutional Effectiveness has made meaningful progress toward increasing campus understanding of the function, scope, and value of Institutional Effectiveness and Institutional Research. Several targeted presentations and tools were developed to clarify roles, demonstrate the use of data, and strengthen the connection between Institutional Effectiveness work and the college's strategic priorities.

In Fall 2025, Institutional Effectiveness developed and delivered a presentation to the Planning and Development Division that outlined the roles and responsibilities of the Office of Institutional Effectiveness. This presentation helped clarify how the IE Office supports strategic planning, program review, assessment, accreditation, and data-informed decision-making across the college. Building on this effort, Institutional Effectiveness also provided two presentations during the Planning and Development Winter 2026 Retreat on 3-Year student cohort data, and program definitions and student identification to support the planning of Special Programs and Equity Programs. IE's presentation to the Academic Planning Council in Fall 2025 demonstrated how to use data dashboards to support enrollment management and scheduling. This session engaged department chairs, deans of instruction, and the Vice President of Academic Affairs and focused on building data literacy and increasing the practical use of dashboards in instructional planning.

Institutional Effectiveness also strengthened alignment between its work and broader institutional priorities. In Spring 2026, the IE Office presented to the Chancellor and Deputy Chancellor/Provost to illustrate how the functions of Institutional Effectiveness align with both college and district goals and key performance indicators (KPIs). This presentation helped situate Institutional Effectiveness as a strategic partner in advancing institutional goals and monitoring progress through data.

To improve the efficiency and clarity of research support requests, the IE Office developed a new Research Request Form. The form serves a dual purpose: Collecting key information needed to fulfill requests and guiding requestors in refining their research questions and identifying how data will be used to inform action. This tool supports more intentional use of data and strengthens collaboration between Institutional Effectiveness and campus partners.

Finally, Institutional Effectiveness continues to contribute to campus communication efforts by providing content for the Planning and Development Newsletter, which replaced the previous Institutional Effectiveness newsletter. The area's equity capstone project is also communication-focused as it is dedicated to exploring and applying equity-minded communication approaches to assisting and training end-users on data use and analysis. The IE Office applied for a grant through the 35th Anniversary Student Success Challenge for resources to support a paid experiential learning opportunity for a student to assist with improving communicating information and data to students and the college community.

Together, these efforts have increased visibility of Institutional Effectiveness, strengthened understanding of its role in supporting institutional planning and decision-making, and expanded opportunities for faculty, staff, and administrators to engage with data and Institutional Effectiveness resources.

How do you measure your progress?

Program/Unit Goals

Progress toward this goal is measured through a combination of engagement, utilization, and process indicators that reflect increased awareness of Institutional Effectiveness functions and improved use of data resources across the college.

One measure of progress is the number and reach of presentations and workshops delivered to campus leadership and governance groups. Participation and engagement by stakeholders across the college indicate growing awareness of the scope and value of Institutional Effectiveness.

Another indicator of progress is the level of use and discussion of institutional data resources. Increased requests for demonstrations, follow-up conversations, and references to dashboards in planning discussions provide qualitative evidence that individuals are becoming more familiar with available data tools and incorporating them into decision-making processes.

The Institutional Effectiveness Office also tracks progress through improvements in research request processes. The development and implementation of the Research Request Form allows the office to monitor the number and types of requests submitted, as well as the clarity and action-orientation of the research questions being posed. Over time, this tool supports more efficient research workflows and promotes more intentional use of data by guiding requestors to clearly articulate their information needs and intended use of findings.

Finally, communication and outreach activities serve as an additional measure of progress. Continued visibility of Institutional Effectiveness updates in campus communications helps reinforce awareness of available services and resources. Progress related to the IE Office's efforts to expand student engagement through the Student Success Challenge would be indicated through the successful acquisition of funding, the establishment of a student research or communications role within the Institutional Effectiveness office, and the development of student-facing materials that translate institutional data into accessible and meaningful formats.

Together, these measures provide both quantitative and qualitative indicators of increased understanding of Institutional Effectiveness functions and expanded engagement with institutional data resources across the college.

Discuss your evidence/results.

Evidence of progress toward this goal is reflected in increased engagement with Institutional Effectiveness resources and improved structures for accessing and using institutional data. The presentation to Academic Planning Council helped clarify the roles of Institutional Effectiveness and demonstrated how dashboards can support enrollment management and scheduling decisions. The presentation to the Planning and Development Division illustrated how 3-year cohort data can be used to guide planning and emphasized the importance of clear program definitions and student identification in Special Programs and Equity Programs. These sessions generated follow-up questions and discussions, indicating growing awareness and use of available data tools. The presentation to the Chancellor and Deputy Chancellor/Provost further highlighted the alignment between Institutional Effectiveness functions and college and district strategic goals and KPIs, reinforcing the office's role in supporting institutional planning and accountability.

Implementation of the Research Request Form has also improved the clarity and efficiency of research requests by guiding requestors in refining their research questions and identifying how the data will inform action. In addition, contributions to the Planning and Development Newsletter help maintain visibility of Institutional Effectiveness initiatives and available data resources across the campus community.

Please provide any assessment data or other evidence that supports this Program/Unit Goal.

Below are examples of data that supports the progress made on the IE-Function and Scope goal:

1. Number of IE Presentations Delivered:
2. Number of Attendees/Groups Reached:
3. Number of Demo/Training Requests:
4. Number of Data Dashboard Requests:
5. Number of Research Requests:

Program/Unit Goals

Other evidence that reflects progress on this goal is attached:

1. IE Office Overview Presentation
2. 3-Year Cohort Data Presentation
3. Completion & Transfer Data Handout
4. Program Definition & Student Identification Presentation
5. Program Definition & Student Identification Worksheet
6. Data Dashboards Guide For Chairs
7. IE Slide – Presentation to District
8. Research Request Form
9. Student Success Challenge Narrative

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Increased engagement with Institutional Effectiveness resources, including dashboards, planning discussions, and research requests, has expanded demand for data analysis and support across the college. To sustain this progress, additional capacity is needed in the form of another Research Analyst position. The IE Office also applied for a 35th Anniversary Student Success Challenge grant to support a paid student experiential learning role focused on improving communication of institutional data; if the grant is not awarded, modest budget support for a paid student internship would allow this work to continue.

Please add any relevant documents here.

[IE Overview.pdf](#);

[P_D Retreat Completion Data 012826.pdf](#);

[Norco College Completion and Transfer handout.pdf](#);

[Program Definition Student Identification V2 012726.pdf](#);

[Program Definition and Student Identification worksheet P_D.pdf](#);

[Data Dashboards for Chairs Guide.pdf](#);

[NC Strategic Plan District Office Presentation - PD Division.pdf](#);

[StudentSuccessChallenge_2026_IE - signed.pdf](#);

[Institutional Effectiveness Request Form.pdf](#)

IE-Build Comprehensive Office

Program/Unit Goal

Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.

- Determine needs of the college in the areas under Institutional Effectiveness
- Assess the current capabilities of the IE Office and identify gaps
- Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.)

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

1. Hired an [Instructional Program Support Coordinator](#) in November 2023.
2. Included a research director position in the GRANTED proposal.

Program/Unit Goals

3. Discussed research pathways at DIRCC with IE/IR staff across the district.

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

1. Hire a Dean, Institutional Effectiveness when the current Dean retires.
2. Hire additional research positions to build capacity to address growing needs for data dashboards, reports, data governance, and data literacy.
3. Discuss IE staffing needs with MVC and RCC.
4. Determine budget needs for IE functions based on the loss of Basic Skills funding in the IE budget.
5. Determine professional development needs.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)
- **2025 Objective 8.2 (Planning and Development):** Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans (✓)
- **2025 Objective 8.3 (Academic Senate & College Council):** Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan (✓)

Progress and Evidence

Evidence Date

03/07/2026

What progress have you made toward this goal?

Program/Unit Goals

Significant progress has been made toward building the capacity and structure of the Office of Institutional Effectiveness (IE). Organizational alignment was strengthened through the transfer of the Applications Specialist from Enrollment Services to the IE Office in July 2024. The CCCApply application import process was fully shifted to Student Services in Fall 2025, allowing the Applications Specialist to focus on IE-related functions and fully integrate into the office's current and emerging operations.

Leadership continuity and strategic direction were also established during a period of transition. Following the retirement of the previous Dean in December 2024, the Vice President of Planning and Development provided oversight and guidance for the IE Office. This transition culminated in the hiring and onboarding of a new Dean of Institutional Effectiveness, restoring stable leadership to guide the Office's development.

Work has also been undertaken to strengthen staffing structure and role clarity. Responsibilities between the IE Dean and the Research Analyst were delineated to improve operational efficiency and clarify functional areas of leadership and technical work due to the hiring of a new IE Dean and changes to the Research Analyst position due to the Class and Compensation Study. In addition, the college has been coordinating with leadership at the other colleges and in District HRER on the reclassification of the Instructional Programs Support Coordinator position following the Class and Compensation Study to ensure the role accurately reflects the technical and procedural work required to support institutional effectiveness and strategic planning implementation.

Operational infrastructure has also been improved. Microsoft Planner was adopted and developed to manage research requests, ideas, and dashboard requests, allowing the IE Office to better track demand and identify emerging trends in institutional effectiveness needs across the college. Professional development needs related to research, assessment, program review, and accreditation have been identified along with associated cost estimates to support capacity building.

Technology capacity within the IE Office was strengthened through the replacement of obsolete computer hardware with laptops capable of performing complex data processing tasks required for research and analytics work.

How do you measure your progress?

Progress toward this goal is measured through improvements in organizational structure, staffing alignment, operational systems, and technology capacity within the Office of Institutional Effectiveness. Indicators include the successful transition and integration of staff roles, clarification of responsibilities within the IE Office, establishment of systems to manage research and data requests, and upgrades to technology infrastructure. Trends in research requests and dashboard development tracked through the Microsoft Planner also provide insight into the evolving institutional effectiveness needs of the college and the IE Office's capacity to respond.

Discuss your evidence/results.

Evidence of progress includes the successful transfer and integration of the Applications Specialist into the IE Office, the hiring and onboarding of a new Dean of Institutional Effectiveness, and the delineation of responsibilities between leadership and research professionals. The use of Microsoft Planner has created a structured process for tracking research, ideas, and dashboard requests, providing data on the increasing demand for institutional effectiveness support across the college. Additional evidence includes the replacement of outdated computer hardware to support complex data processing tasks, and coordination across the district on the reclassification of the Instructional Programs Support Coordinator position. Together, these actions demonstrate measurable progress toward strengthening the infrastructure and capacity of the IE Office to support strategic planning and institutional effectiveness across the college.

Please provide any assessment data or other evidence that supports this Program/Unit Goal.

Below are examples of data that supports the progress made on the IE-Build Comprehensive Office goal:

1. Number of Research Requests:
2. Type of Research Requests:
3. Number of Data Dashboard Requests:

Other evidence that support progress on this goal is attached:

1. Organizational charts showing IE positions

Program/Unit Goals

2. IE Duties documentation deliniating roles and responsibilities between the IE Dean and Research Analyst

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

The IE Office is requesting \$20,000 to support professional development, subscriptions, and additional statistical software licenses to expand staff expertise in areas such as data visualization, data governance, and data coaching. An additional \$10,000 will support workshops and trainings related to assessment and program review to increase campus engagement in assessment practices and prepare the college for the next comprehensive program review cycle currently under evaluation and potential revision.

Please add any relevant documents here.

[IE Duties Roles.pdf](#);
[P_D Org Chart 3-9-26.pdf](#)

Close Student Equity Gaps

Program/Unit Goal

- *Reduce the equity gap for African American students
- *Reduce the equity gap for Latinx students
- *Reduce the equity gap for Men of Color

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

- Conducted a qualitative study to gain a better understanding of why gaps exist.
- Assembled Student Equity Inquiry Teams to address equity gaps.
- Provided training to inquiry team members on logic models to develop interventions to address equity gaps.

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

- Inquiry Teams will develop short-term and long-term interventions to close equity gaps
- Interventions will be piloted and assessed in 2024-2025
- Interventions deemed successful will be Institutionalized

Please add any relevant documents here.

[Norco 2022-2025 SEP Qualitative Study Findings-Summary.pdf](#)

Mapping

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

- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

Standardize Student Equity Programs Services and Student Success Metrics

Program/Unit Goal

Program/Unit Goals

Equity programs under the supervision of the Dean of Grants and Student Equity Initiatives will start using the same student success metrics to assess program effectiveness. Equity programs will also develop and implement an on-line common application; a three-year continuum of services; participant agreements; operating procedures; program personnel areas of responsibilities; and implementation of a student database to centralize student records and track services provided

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

- 1.) Provide training on student success metrics associated with KPIs and Student Equity Plan.
- 2) Provide training on how to use logic models to restructure program services
- 3.) Organize a summer retreat for student equity programs personnel to develop continuum of services, operating procedures, participant agreements, staff roles and responsibilities, and training on how to use new software database system.

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

Within three years, all equity programs will achieve significantly higher levels of student success across common metrics as compared to the general student population.

Please add any relevant documents here.

Mapping

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

- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)

Professional Development Coordination

Program/Unit Goal

To coordinate college-wide professional development efforts focused on equitable student outcomes with both constituent based training and all-college professional development

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Currently, the Dean of Grants and VP Planning and Development provide informal support to classified professional and faculty led professional development efforts, which includes communication with CSEA leadership, Faculty Professional Development Committee, and faculty leaders working to build an equity academy focused on teaching and learning. Administration is currently considering partnering with HR/Equity Consultants to provide a year-long series of equity focused curriculum for classified professionals and managers. However, this work of coordination for large-scale professional development and constituency specific supports requires a dedicated position to coordinate and support strategic professional development where the impacts can be assessed and aligned to strategic goals in equity, access, and student success.

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

1. To support the establishment of a year-long equity academy on teaching and learning in the 2024-2025 year, with a sustainable model for institutionalizing a faculty equity academy and requisite resources to support on an on-going basis.
2. To support the launch of a year-long equity focusd professional development series for classified professionals and managers to support equity goals and professional development in the 2024-2025 year.
3. To create meaningful assessment measures to continuously inform professional development training and its impact on equitable student outcomes.

Program/Unit Goals

4. Establishment of a professional development coordinator. This position would focus on professional development in the area of equity and grants development/implementation.

Please add any relevant documents here.

Mapping

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

- **2025 Objective 4.1 (Planning and Development):** Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) (✓)
- **2025 Objective 4.2 (Planning and Development):** Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees) (✓)
- **2025 Objective 4.3 (Academic Senate):** Increase percentage of faculty who complete Teaching Men of Color in the Community College certificate from 3% to 40% (125 out of 315 faculty) (✓)
- **2030 Goal 4: Professional Development:** Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement. (✓)

Progress and Evidence

Evidence Date

03/22/2024

What progress have you made toward this goal?

How do you measure your progress?

Discuss your evidence/results.

Please provide any assessment data or other evidence that supports this Program/Unit Goal.

Objective 4.1: Total Participation 195

Equity in Guided Pathways Summit: 144

53	Classified Professionals
51	Faculty
22	Managers
16	Students
2	Consultants

CAP Hour Planning Retreat: 20

15	Faculty
5	Managers

Student Equity Inquiry Teams: 31

8	Classified Professionals
11	Faculty
6	Managers
5	Students

Program/Unit Goals

1	Consultant
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Objective 4.2:

Racial Microaggressions-15% completion (71* out of 472 employees); a 14% increase over original starting point of 1%; *includes faculty, classified professionals, and administrators

Objective 4.3

Teaching Men of Color- 51% completion (51 out of 100* faculty); a 48% increase over original starting point of 3%; assumes full-time and part-time faculty members

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Professional Development Coordinator

Please add any relevant documents here.

Grants: Innovative and Diversified Resources

Program/Unit Goal

Expand the capacity and visibility of the Grants Office to support innovation and transformation efforts in advancing our work to become a comprehensive college goals.

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Under the leadership of the newly hired Director of Grants, focus our grant development efforts in alignment with our strategic priorities in Student Transformation, Regional Transformation, and College Transformation that generate increasing indirect funding to augment general fund revenue. This includes documenting and formalizing grant development procedures, working collaboratively with district partners, and prioritizing grant opportunities that support the college's strategic goals, have college level support, and generate indirect costs.

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

Plans for the 2024-25 year include the following:

- Develop an internal grants office process
- Prioritize funding aligned with our strategic goals with a focus on 3+ years of IDC to generate increased IDC
- Collaboration with District Grants and NC Academic Affairs/Faculty
- Develop a newsletter as a communication mechanism
- Begin to develop criteria for formal awards and recognition of community partners

Please add any relevant documents here.

[3 year plan.docx](#)

Mapping

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

- **2030 Goal 12: Resources:** Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals. (✓)

Progress and Evidence

Evidence Date

03/22/2024

What progress have you made toward this goal?

4/2/2026

Generated by Nuventive Improvement Platform

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Program/Unit Goals

How do you measure your progress?

Discuss your evidence/results.

Please provide any assessment data or other evidence that supports this Program/Unit Goal.

Grants FALL 2023 Report (attached) provides a snapshot of Fall 2023 grant submissions and grant awards for Norco College, including indirect cost details.

The Indirect Cost Fall 2023 Report (attached) provides a snapshot of indirect cost revenue generated from awarded and pending grants.

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Please add any relevant documents here.

[Grant Fall 2023 Reports.xlsx](#);

[Indirect Costs Fall 2023.pdf](#)

Information/Publication Review

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

IE-The Institutional Effectiveness office prepares regular reports and summaries for compliance and to keep the college community informed. These include:

- NC Webpages (Assessment, Program Review, Accreditation, Institutional Effectiveness, Institutional Research, Strategic Planning, etc.)
- Evaluation procedures reports
- Assessment Reports
- Survey summaries
- Accreditation reports (annual report, support for ISER and Midterm)
- Ad hoc research reports

Beginning in Summer 2025, the Office of Institutional Effectiveness newsletter was integrated into the Planning and Development Division newsletter.

Please add any relevant documents here.

[OIE-newsletterFAL23.pdf](#);

[September 2025 Newsletter __ Planning __ Development Division.pdf](#)

Equity Related Professional Development Questions

1. Which equity-related professional development trainings have members of your area participated in to improve student learning, student support, and/or college support?

IE- The IE office has participated in many equity related professional development trainings including but not limited to:

Microaggression Training-CORA, Black Ally-CORA, Student Equity Plan trainings, Student Equity Inquiry team training, ALLY (LGBTQ+), VETNET ALLY, Black Minds Matter, Understanding and confronting Anti-Black Racism, Understanding Inclusive and Equitable Research Practices, Data Equity Fellowship, etc.. Also, In response to the Call to Action in Spring 2020, the IE Office initiated a study on the impact of faculty on the success of black students which has resulted in some significant learning about equity related issues.

Equity/Grants Office - Led the facilitation of, and participated in the equity research training for 31 members of the college as part of the Student Equity Plan efforts. Additional equity training members of Equity/Grants division have participated in include, but are not limited to, the Puente Summer Institute, Umoja Leadership Institute, Asian American Native Hawaiian Pacific Islander Student Achievement Training. Lastly, the Men of Color Scholars staff and students participated in and presented at the AHSIE conference.

Planning & Development - Organized and participated in the college wide summit, Equity in Guided Pathways, which focused on Economic Mobility for minoritized students. Additional training includes, but it not limited to, equity research training for our SEP, ACCJC training

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

- IE-
- In response to the Call to Action in Spring 2020, the IE Office initiated a study on the impact of faculty on the success of black students.
 - All of the training sessions have significantly heightened the awareness and understanding of Equity and Social Justice issues, as well as emphasized the crucial importance of researchers being aware of their biases.
 - IE/IR's daily operations include working with equity-related data and other areas, driving constructive outcomes.
 - All of the training sessions have significantly heightened the awareness and understanding of Equity and Social Justice issues, as well as emphasized the crucial importance of researchers being aware of their biases.
 - IE/IR's daily operations include working with equity-related data and other areas, driving constructive outcomes.

Equity/Grants - increasing understanding of equitable qualitative research methods, and equity specific supports and programming for minoritized student groups at Norco College. This understanding and awareness has been used in the development, deployment and assessment of the student equity plan research and in strengthening equity programs.

Planning & Development - increasing understanding of equity centered planning is being used to shape the new five-year strategic plan and preparation for the alignment to the new ACCJC standards focused on equitable outcomes.

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

IE- The IE office would like to continue to participate in Equity and Social Justice related trainings focused on Research and Data coaching. For Example the Qualitative Research Techniques for the Equity-Minded Change Agent training being offered by the RP Group in January 2024.

Equity/Grants - continued opportunities to participate in training related to supporting minoritized students for equity leads, and support for grant writing professional development for the Gants department.

Equity

Planning & Development - strategic planning, accreditation, national work related to high impact student equity and success

Please add any relevant documents here.

2025 Update

No responses have been entered.

Assessment

2025: 3.1 (KPI 8) Reduce the equity gap for African American students by 40%.

EMP Goal

2030 Goal 3: (Equity) Close all student equity gaps.

Assessment Method

How do you plan to assess this objective?

Coordinate mapping

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

01/24/2024

2025: 3.2 (KPI 9) Reduce the equity gap for Latinx students by 40%.

EMP Goal

2030 Goal 3: (Equity) Close all student equity gaps.

2025: 3.3 (KPI 10) Reduce the equity gap for Men of Color by 40%.

EMP Goal

2030 Goal 3: (Equity) Close all student equity gaps.

2025: 3.4 (KPI 11) Reduce the equity gap for LGBTQ+ students by 40%.

EMP Goal

2030 Goal 3: (Equity) Close all student equity gaps.

2025: 3.5 (KPI 12) Reduce the equity gap for Foster Youth students by 40%.

EMP Goal

2030 Goal 3: (Equity) Close all student equity gaps.

2025: 4.1: Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)

EMP Goal

Assessment

2030 Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement.

Assessment Method

How do you plan to assess this objective?

Employee Attendance/Participation

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

Progress/Findings

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

Total participation in GP professional development (duplicated) 195

Score

2 - Progressing Toward Completion (1/2 - 3/4)

How can you continue to improve towards completing this objective?

Strengthen coordination and communication of participation in on-campus and off-campus related training.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/22/2024

2025: 4.2: Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees)

EMP Goal

2030 Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement.

Assessment Method

How do you plan to assess this objective?

Faculty completion of RM certificate

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

Progress/Findings

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

15% (71 out of 472 employees) have completed, representing a 14% increase

Score

2 - Progressing Toward Completion (1/2 - 3/4)

How can you continue to improve towards completing this objective?

Assessment

Increased coordination and communication

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/22/2024

2025: 6.2 Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations.

EMP Goal

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

2025: 6.7 Help establish a distinct regional identity, organization, and communication amongst our local communities

EMP Goal

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

2025: 8.1 Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.

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?

Use Items in Q6 of the Institutional Effectiveness and Planning Survey to assess the use of data by the college as a whole.

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.

The 2024-2025 IEPS Survey results for Question 6 indicate strong institutional confidence in Norco College's mission, planning direction, and data-informed decision-making processes. Assessment, program review, and KPI evaluation are widely viewed as meaningful and embedded in continuous improvement. The primary opportunity identified is increasing awareness and understanding of Institution-Set Standards and continuing to deepen engagement with data-informed dialogue across campus.

Score

3 - Almost Completed (75% + Complete)

Assessment

How can you continue to improve towards completing this objective?

Survey results indicate an opportunity to strengthen awareness of Institution-Set Standards, where responses were comparatively lower, with about 77% indicating awareness and roughly 23% indicating disagreement or uncertainty, suggesting an opportunity to improve communication and understanding of how ISS relate to institutional planning, program review, and accreditation expectations. To address this, the Office of Institutional Effectiveness will strengthen communication through data literacy workshops, program review guidance, and integration of ISS references in data reports/presentations and planning documents so that employees better understand how these standards inform institutional performance and continuous improvement.

Please add screenshot here.

Institutional Effectiveness and Planning Survey 2024-25

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Norco's Mission Statement guides institutional planning.	30.00% 21	60.00% 42	10.00% 7	0.00% 0	70	3.20
I believe that Norco College is achieving it's mission.	32.86% 23	60.00% 42	7.14% 5	0.00% 0	70	3.26
I am confident in the direction that Norco is planning for the future.	41.43% 29	44.29% 31	11.43% 8	2.86% 2	70	3.24
We frequently engage in dialogue about data on student learning outcomes/service area outcomes (SLOs/SAOs) in my area.	25.71% 18	64.29% 45	8.57% 6	1.43% 1	70	3.14
Assessment of SLOs/SAOs is used to improve the courses/programs/services in my area.	30.00% 21	54.29% 38	14.29% 10	1.43% 1	70	3.13
Assessment of SLOs/SAOs is meaningful to me.	31.43% 22	60.00% 42	5.71% 4	2.86% 2	70	3.20
Program review processes are ongoing, systematic and used to assess and improve student learning and achievement.	37.68% 26	50.72% 35	8.70% 6	2.90% 2	69	3.23
Program review is meaningful to me.	28.57% 20	58.57% 41	11.43% 8	1.43% 1	70	3.14
I am aware of Norco College's Institution-Set Standards (ISS) in one or more aspects of my job.	31.43% 22	45.71% 32	18.57% 13	4.29% 3	70	3.04
I use Norco College's strategic planning goals in one or more aspects of my job.	40.00% 28	48.57% 34	10.00% 7	1.43% 1	70	3.27
Institutional planning decisions are based on data.	35.71% 25	54.29% 38	7.14% 5	2.86% 2	70	3.23
Key Performance Indicators (KPIs) of the Norco College strategic planning goals are regularly assessed.	42.86% 30	52.86% 37	2.86% 2	1.43% 1	70	3.37
Key Performance Indicators (KPIs) of the Norco College strategic planning goals results are regularly shared with campus constituencies.	42.03% 29	47.83% 33	8.70% 6	1.45% 1	69	3.30

Please upload any related assessment data or documents.

[IEPS-Report-2025.pdf](#);

[PR - IEPS Q6 Assessment 2025.pdf](#);

[IEPS 2024-2025 Presentation Notes.pdf](#)

Progress/Findings Date

03/07/2026

Progress/Findings

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

There has been a modest decrease or a plateau in the overall ratings of data usage items over the past 3 years as evidenced by the IEPS. The survey was disaggregated by employee classification, and in general Classified Professionals had the lowest ratings and Management had the highest.

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Assessment

Communicate about new dashboards or data sources in meetings and presentations at various college venues.

Please add screenshot here.

Please upload any related assessment data or documents.

[IEPS-2020-21.pdf](#);

[IEPS-2021-22.pdf](#);

[IEPS-2023.pdf](#);

[IEPS-IE GOAL Evidence 2024.pdf](#)

Progress/Findings Date

01/09/2024

Assessment Method

How do you plan to assess this objective?

Through the Annual Assessment Report's description on progress related to this area.

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/19/2024

Progress/Findings

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

The IE Office and the Norco Assessment Committee continued to make progress toward this objective during the 2024-2025 academic year by strengthening the College's assessment infrastructure, improving data collection and display processes, and developing structures to support faculty use of assessment data for continuous improvement. Throughout 2024–2025, NAC organized its work into multiple project teams focused on improving the entire assessment infrastructure, including refining Canvas outcomes data collection, improving how assessment data is displayed in Nuventive dashboards, and developing clearer documentation and processes for observation, analysis, action planning, and monitoring of student learning outcomes.

The committee also worked to establish discipline-level assessment schedules, identify program ownership for program-level outcomes, and update training resources to help faculty interpret and use outcomes data. In addition, NAC engaged in accreditation reflection activities and discussions on how assessment results and disaggregated data are used in program review and departmental dialogue to address equity gaps and support continuous improvement in student learning.

Overall, these efforts advanced the college's ability to make learning outcomes data more visible and actionable, supporting NAC's role in evaluating student learning and promoting data-informed improvements to close equity gaps.

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

IE and NAC can focus on deepening the use of assessment data for analysis, dialogue, and improvement planning across programs and services. Building on recent progress in strengthening the assessment infrastructure and improving Canvas and Nuventive data processes, the next phase should emphasize expanding faculty engagement with outcomes data and integrating assessment findings more consistently into program review and departmental decision-making. Continued development of training, documentation, and clear assessment schedules will help ensure that learning outcomes data are interpreted consistently and used to identify and address equity gaps in student learning. These efforts will further support the college's ability to make assessment data visible, meaningful, and actionable in support of continuous improvement.

Please add screenshot here.

Assessment

Please upload any related assessment data or documents.

[23-24 Assessment Report-Approved.pdf](#)

Progress/Findings Date

03/07/2026

Progress/Findings

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

On December 5, 2022, the Academic Senate approved changing the structure of assessment of student learning outcomes to include:

-Use of Outcomes in Canvas

-At least one outcome per semester assessed with all completed within the assessment cycle (Fall 21-Spring 27).

-Adopted a universal rubric:

-0-4 scale with mastery at two or above:

0-Novice, 1-Emergent, 2-Fundamental, 3-Proficient, 4-Advanced

-Use of a common calculation method determined by discipline.

In Spring 2023, all disciplines were instructed to select one outcome to assess in Canvas and then select an additional outcome in each semester after that until all courses and SLOs were mapped for assessment.

-Use of IR District Dashboards

During the 2023-24 academic year, the use of dashboards exponentially increased due to program review and various initiatives including Strategic Enrollment Management (SEM) Plan and the year-long scheduling of classes.

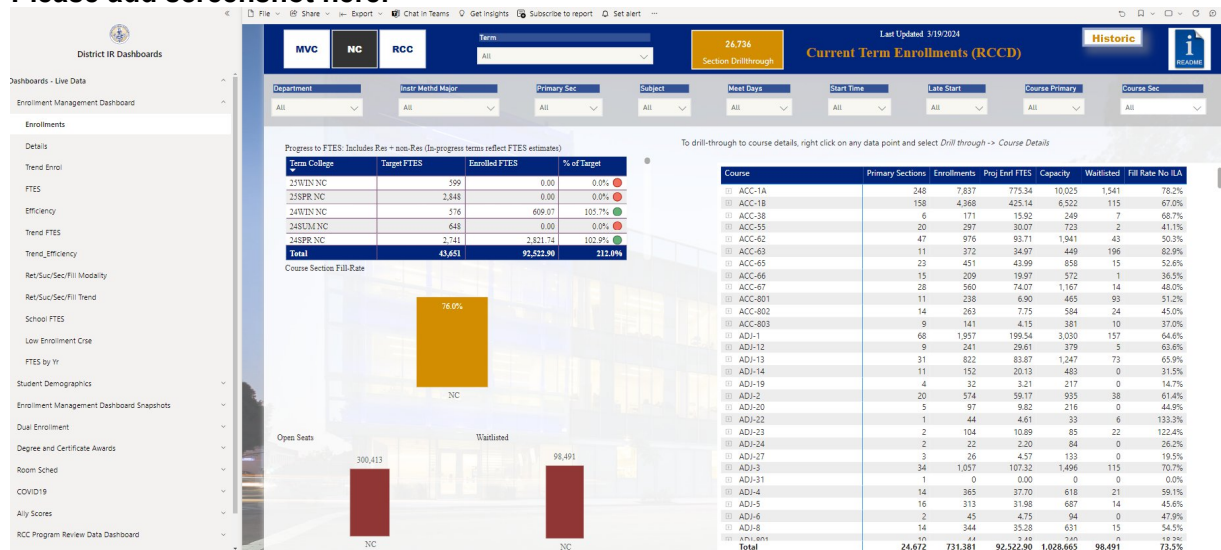
Score

2 - Progressing Toward Completion (1/2 - 3/4)

How can you continue to improve towards completing this objective?

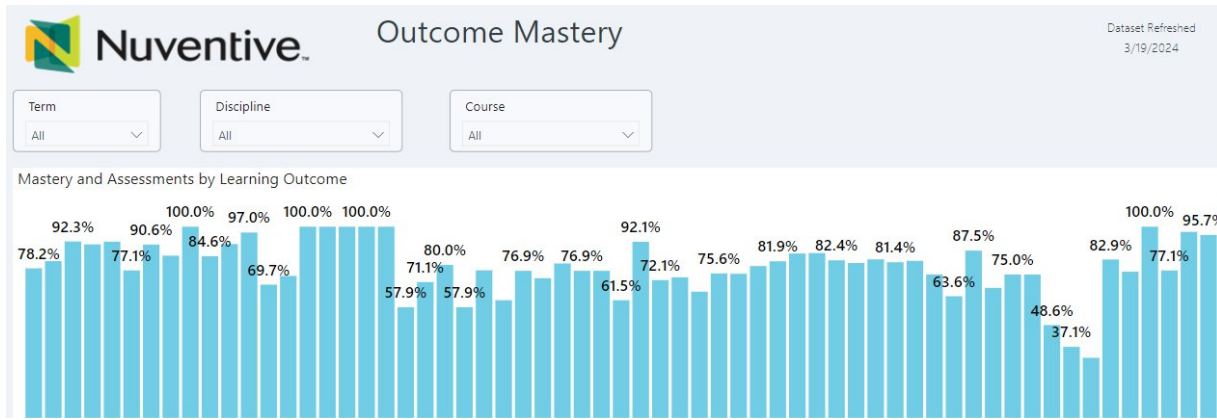
Provide guidance on use of dashboards for specific questions or work that previously would have been addressed through and IR request.

Please add screenshot here.



This is an example of one of the IR Dashboards. The list to the left shows most of the different pages/dashboards that are available to anyone who has permissions.

Assessment



This is an example of one of the dashboards that is being used for the assessment portion of program review.

Please upload any related assessment data or documents.

Progress/Findings Date

03/19/2024

2025: 8.2 Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.

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?

Strategic Planning and Governance Manual (SPGM) was created based on integrating all planning processes.

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/19/2024

Progress/Findings

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

The 2025-2030 Strategic Plan and Governance Manual (SPGM) integrates all planning processes and includes state-level (Vision 2030) and regional considerations while aligning with the District Strategic Plan and the College's Educational Master Plan (EMP). Part 1, specifically the Planning Context section discusses these considerations and alignment. The 2030 EMP goals are mapped to the 2025-2030 Objectives and KPIs in Part 2, specifically in the 2025-2030 Objectives and Key Performance Indicators Summary. The EMP goals and objectives are mapped to Divisions and ACCJC Accreditation Standards are aligned with strategic goals and the operational responsibilities of College Council and the Leadership Council.

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Assessment

The 2025-2030 SPGM has been completed and approved; however, during the course of updating the SPGM, Goals 6-8 were revised. This misalignment between the 2030 EMP and the 2025-2030 SPGM should be addressed. In addition, the college has mapped the college KPIs and objectives to the recently-approved District Strategic Plan. The SPGM should be updated with this information that was presented to the Chancellor and Deputy Chancellor/Provost in February 2026. Finally, the SPGM could be updated to include the mapping of college goals, KPIs, and objectives to Vision 2030.

Please add screenshot here.

The following sections of the approved 2025-2030 Strategic Planning and Governance Manual demonstrate the **progress** on Objective 8.2:

Part 1.

1. Planning Context (p. 5-8)
2. 2025-2030 Objectives and Key Performance Indicators Summary (p. 17-19)

Part 2.

1. 2025-2030 Strategic Alignment to Operational Divisions (p. 19-20)
2. 2025-2030 Strategic Alignment to Leadership Councils (p. 21-23)

The opportunity for **improvement** lies in addressing the misalignment between the 2030 EMP and the 2025-2030 SPGM:

1. 2020-2025 Key Performance Indicators and Objectives (p. 9-12)
2. 2025-2030 Objectives and Key Performance Indicators Summary (p. 17-19)

Please upload any related assessment data or documents.

[NC Strategic Plan District Office Presentation.pdf](#)

Progress/Findings Date

03/07/2026

Progress/Findings

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

In chapter 3 of the SPGM, a matrix of all pertinent plans at the time were mapped to each of the Educational Master Plan Goals.

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

During current update of SPGM, create new matrix that will map newer plans (including Strategic Enrollment Management Plan, New Accreditation Standards, Updated District Strategic Plan)

Please add screenshot here.

Please upload any related assessment data or documents.

[SPGM-PlanObjectiveAlignment.pdf](#)

Progress/Findings Date

03/19/2024

2025: 8.4 Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans.

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

Assessment Method

How do you plan to assess this objective?

Through several different annual and biennial procedures, the governance, decision-making & resource allocation processes are evaluated and monitored.

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/19/2024

Progress/Findings

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

IE has played an active role in ensuring the institutional procedures in the SPGM are clear, consistent, and easy to follow. In Winter 2026, IE comprehensively reviewed and proposed changes to the Institutional Procedures section of the newly approved 2025-2030 SPGM. The Institutional Procedures contain an Evaluation of the Institutional Governance Procedures. The documents used to conduct the evaluation include the Institutional Procedures, the Institutional Effectiveness Planning Survey (IEPS) results, Reports of Effectiveness, minutes from the leadership council meetings where resource requests are prioritized, Key Performance Indicator Progress Reports, and College President Memoranda. Per the timeline, this evaluation will take place in year three of the five-year cycle of the SPGM and is scheduled in 2027-2028.

Score

0 - Beginning (Haven't Begun or < 1/4 Complete)

How can you continue to improve towards completing this objective?

IE will determine the precise timeline within year three of the SPGM cycle for this evaluation to ensure that the evaluation is conducted on time and that the evaluation findings are presented to IEGC in March of the Spring 2028 semester.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/08/2026

Progress/Findings

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

Through our six-step Evaluation Process (screenshot below), we have consistently been monitoring all of these processes.

Score

4 - Completed

How can you continue to improve towards completing this objective?

Continue to maintain 100% compliance with the Evaluation Process.

Please add screenshot here.

Assessment

2020-21 through 2024-25 Evaluation Process

1. Councils and Committees Report of Effectiveness

- [2020-2021](#)
- [2021-2022](#)
- [2022-2023](#)

2. Institutional Effectiveness and Planning Survey

- [2020-2021](#)
- [2021-2022](#)
- [2022-2023](#)

3. College President Memorandum

- [2020-2021](#)
- [2021-2022](#)
- [2022-2023](#)

4. Key Performance Indicators (KPIs) Progress & Public Accountability Report

- [2020-2021](#)
- [2021-2022](#)

5. Resource Allocation Report

- [2020-2021](#)
- [2021-2022](#)
- [2022-2023](#)

6. Assessment of the Evaluation Procedures & Governance Structure

- [2022-2023](#)

Please upload any related assessment data or documents.

Progress/Findings Date

03/19/2024

Assessment

2025: 9.2 Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers.

EMP Goal

2030 Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture

2025: 9.4 Develop strategy to maximize the number of classified professionals, faculty and managers involved in college governance without compromising mission-critical work

EMP Goal

2030 Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture

2025: 10.13 Develop and implement plans for off-campus facilities for instructional purposes

EMP Goal

2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.

2025: 11.2 Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”)

EMP Goal

2030 Goal 11: (Operations) Implement professional, intuitive, and technology enhanced systems

2030 Objective 3.1 (KPI 9): (Planning & Development): Eliminate equity gaps for Black/African American students

EMP Goal

Goal 3 (Equity): Close all student equity gaps

2030 Objective 3.2 (KPI 10): (Planning & Development): Eliminate equity gaps for Hispanic/Latinx students

EMP Goal

Goal 3 (Equity): Close all student equity gaps

Assessment

2030 Objective 4.1 (Planning & Development): Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities

EMP Goal

Goal 4 (Professional Development): Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement

2030 Objective 6.1 (Planning & Development): Establish meaningful and ambitious goals in support of the college mission to ensure quality, continuous improvement, and innovation through the review and assessment of disaggregated data related to equity

EMP Goal

Goal 6 (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

2030 Objective 6.2 (Planning & Development): Engage in clear and effective governance practices that provide opportunities for meaningful participation and inclusion of relevant constituencies to inform institutional decision-making

EMP Goal

Goal 6 (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

2030 Objective 8.2 (Planning & Development): Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement

EMP Goal

Goal 8 (Resources): Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals

Resource Requests

IE- Director of Institutional Research

Resource Year

2024 - 2027

What resources do we already have?

The current resources of the office are 1 Dean, 1 Analyst, and 1 IE Support Coordinator. There is no manager that exists who only supervises research/data of the office.

What resources do you need?

The request is for 100% of the funding for this position.

\$ Amount Requested

188,550

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.

8.1 - In order to support the data needs in terms of transparency, accessibility, etc, there needs to be a manager who oversees only the data portion of the IE office. In addition, this position supports all of the Equity goals and EMP Equity Objectives since data is integral to both of these areas.

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

No longer needed

Notes

Ranked by IEGC

Council Ranking

1

2025-26 Council Ranking

N/A

Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 3.1 - KPI 8 (Student Services):** Reduce the equity gap for African American students by 40% (✓)
- **2025 Objective 3.2 - KPI 9 (Student Services):** Reduce the equity gap for Latinx students by 40% (✓)
- **2025 Objective 3.3 - KPI 10 (Student Services):** Reduce the equity gap for Men of Color by 40% (✓)
- **2025 Objective 3.4 - KPI 11 (Student Services):** Reduce the equity gap for LGBTQ+ students by 40% (✓)
- **2025 Objective 3.5 - KPI 12 (Student Services):** Reduce the equity gap for Foster Youth students by 40% (✓)
- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)

Administrative: Planning and Development: undefined

- **2025: 8.1 Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.:** 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. (✓)
- **2025: 8.2 Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.:** 2030 Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous

Resource Requests

improvement as we become a comprehensive college. (✓)

- **2025: 8.4 Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans.:** 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. (✓)
- **IE-Build Comprehensive Office:** Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.
 - Determine needs of the college in the areas under Institutional Effectiveness
 - Assess the current capabilities of the IE Office and identify gaps
 - Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.) (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

Student Equity Plan: *undefined*

- **Persistence for Black/African American Students:** Percentage of first-time college students who enrolled in the subsequent semester. (✓)
- **Successful Enrollment for Black/African American Students:** Percentage of first-time college students who applied and enrolled in the same year in a primary term. (✓)
- **Transfer for Hispanic/ Latinx Students:** Percentage of first time in college students who transferred to a four-year institution within three years. (✓)
- **Transfer-level math and English for Hispanic/ Latinx Students:** Percentage of first time in college students who completed transfer-level math and English in the first year. (✓)
- **Vision Goal Completion for Hispanic/ Latinx Students:** Percentage of first-time college students who completed a degree or certificate in three years. (✓)

For Administrative Use Only

For Administrative Use Only

8/29/2024

Funding Status

In Progress

Notes

Title 5 Grant -PD rank 1

Council Ranking

IE-Research Analyst (Institutional Research Specialist) moved 100% to general funds

Resource Year

2024 - 2027

What resources do we already have?

Presently 25% of the Research Analyst position in Institutional Effectiveness is funded through General Fund and 75% is through soft funds.

What resources do you need?

Research Analyst (Institutional Research Specialist) moved 100% to general funds

\$ Amount Requested

114,702

Resource Type

Resource Requests

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.

EMP Objective 8.1-Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time - this position will directly impact this objective through it's constant contribution to data usability and visibility at the college. This position is an integral par of the Program Unit Goal, IE-Build Comprehensive Office.

This request for my area is Priority #:

3

Is this request

New

For Administrative Use Only

Funding Status

No longer needed

Notes

Ranked by IEGC, Permanent Position already established

Council Ranking

3

2025-26 Council Ranking

N/A

Mapping

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

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)

Administrative: Planning and Development: *undefined*

- **IE-Build Comprehensive Office:** Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.
 - Determine needs of the college in the areas under Institutional Effectiveness
 - Assess the current capabilities of the IE Office and identify gaps
 - Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.) (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

For Administrative Use Only

For Administrative Use Only

8/29/2024

Funding Status

No Action-Insufficient funding

Notes

PD rank 3

Council Ranking

IE-Assessment Committee Budget

Resource Year

2024 - 2027

4/2/2026

Generated by Nuventive Improvement Platform

Page 30

Resource Requests

What resources do we already have?

Some funds provided by the IE budget for small events.

What resources do you need?

Budget to support training, workshops and events

\$ Amount Requested

5,000

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.

This funding would support workshops and trainings to stay current on professional development in assessment of student learning (Objective 8.1)

This request for my area is Priority #:

6

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Ranked by IEGC, PD Rank 2- 2024-25

Council Ranking

1

2025-26 Council Ranking

3

Mapping

Administrative: Planning and Development: *undefined*

- **2025: 8.1 Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.:** 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. (✓)
- **2025: 8.2 Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.:** 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. (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

For Administrative Use Only

For Administrative Use Only

10/21/2024

Funding Status

Notes

PD rank 2

Council Ranking

Resource Requests

IE-Additional Position - Research Analyst (Institutional Research Specialist)

Resource Year

2024 - 2027

What resources do we already have?

None, there is no funding for a 2nd research analyst.

What resources do you need?

Research Analyst (Institutional Research Specialist)

\$ Amount Requested

152,936

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.

EMP Objective 8.1-Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time - this position will directly impact this objective through it's constant contribution to data usability and visibility at the college. This position is an integral part of the Program Unit Goal, IE-Build Comprehensive Office.

This request for my area is Priority #:

5

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Not included in council ranking

Council Ranking

N/A

2025-26 Council Ranking

2

Mapping

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

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)

Administrative: Planning and Development: *undefined*

- **IE-Build Comprehensive Office:** Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.
 - Determine needs of the college in the areas under Institutional Effectiveness
 - Assess the current capabilities of the IE Office and identify gaps
 - Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.) (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

For Administrative Use Only

For Administrative Use Only

10/21/2024

Resource Requests

Funding Status

No Action-Insufficient funding

Notes

Council Ranking

IE-Institutional Effectiveness Support Coordinator (Instructional Program Support Coordinator) transitioned to 100% General Funds

Resource Year

2024 - 2027

What resources do we already have?

Currently this position is funded by AB 1705 (One-time funding)

What resources do you need?

Institutional Effectiveness Support Coordinator position 100% General Funded

\$ Amount Requested

143,169

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.

EMP Objective 8.2 - Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans and EMP Objective 8.4 - Develop, evaluate, and monitor our governance, decision making, and resource allocation processes on the basis of the college mission and plans are part of the primary responsibilities of this position. Also, this position is an integral part of the Program Unit Goal, IE-Build Comprehensive Office.

This request for my area is Priority #:

2

Is this request

For Administrative Use Only

Funding Status

Completed/Funded

Notes

Council Ranking

2025-26 Council Ranking

Mapping

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

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time (✓)
- **2025 Objective 8.2 (Planning and Development):** Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans (✓)
- **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. (✓)

Administrative: Planning and Development: *undefined*

- **IE-Build Comprehensive Office:** Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.

Resource Requests

- Determine needs of the college in the areas under Institutional Effectiveness
- Assess the current capabilities of the IE Office and identify gaps
- Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.) (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

For Administrative Use Only

For Administrative Use Only

8/29/2024

Funding Status

In Progress

Notes

Under review

Council Ranking

IE-Budget Increase

Resource Year

2024 - 2027

What resources do we already have?

At present, 16K is the operating budget for the IE Office.

What resources do you need?

We need an additional 20K to be a self-sustaining unit.

\$ Amount Requested

20,000

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.

This will support professional development, subscriptions, software and other necessities for the IE Office.

This request for my area is Priority #:

4

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Ranked by IEGC, PD Rank: 1

Council Ranking

1

2025-26 Council Ranking

2

Mapping

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

- **2025 Objective 8.1 (Planning and Development):** Make program, student, and effectiveness (including

Resource Requests

assessment) data available, usable, and clear so critical data is visible in real time (✓)

- **2025 Objective 8.2 (Planning and Development):** Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans (✓)
- **2025 Objective 8.4 (Planning and Development & Academic Senate):** Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans (✓)

Administrative: Planning and Development: *undefined*

- **IE-Build Comprehensive Office:** Build the capacity of the Institutional Effectiveness/Institutional Research office to meet the growing needs of the college.
 - Determine needs of the college in the areas under Institutional Effectiveness
 - Assess the current capabilities of the IE Office and identify gaps
 - Identify the resources needed to build a comprehensive IE Office (i.e., staffing, technology, budget, professional development, etc.) (✓)
- **IE-Function and Scope:** Increase awareness and understanding of the function and scope of the Institutional Effectiveness office.
 - Increase awareness and understanding of roles and responsibilities of IE & IR
 - Increase college-wide understanding of dashboards and other available data sources (data literacy)
 - Data Governance Manual and Process (✓)

For Administrative Use Only

For Administrative Use Only

10/21/2024

Funding Status

Notes

PD rank 1

Council Ranking

Professional Development Coordinator

Resource Year

2024 - 2027

What resources do we already have?

No current resources

What resources do you need?

100% dedicated time and effort for college-wide professional development coordination

\$ 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.

This resource supports Goal 4 directly, but also indirectly supports our goals in Student Transformation (Goals 1-3) as well as employee engagement and satisfaction.

This request for my area is Priority #:

2

Is this request

New

For Administrative Use Only

Resource Requests

Funding Status

Completed/Funded

Notes

Ranked by IEGC

Council Ranking

2

2025-26 Council Ranking

N/A

Mapping

Administrative: Planning and Development: *undefined*

- **Professional Development Coordination:** To coordinate college-wide professional development efforts focused on equitable student outcomes with both constituent based training and all-college professional development (✓)

For Administrative Use Only

For Administrative Use Only

10/21/2024

Funding Status

Notes

PD Rank 2

Council Ranking

Equity and Grants Support

Resource Year

2024 - 2027

What resources do we already have?

50% categorically Grants Admin Specialist through 2024

What resources do you need?

100% Grants Admin Specialist to support the Equity and Grants Office on ongoing funds

\$ Amount Requested

124,399

Resource Type

STAFF: Classified Professional, Confidential, Mgr

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

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

Completed/Funded

Notes

Council Ranking

2025-26 Council Ranking

Resource Requests

Mapping

Administrative: Planning and Development: *undefined*

- **Grants: Innovative and Diversified Resources** : Expand the capacity and visibility of the Grants Office to support innovation and transformation efforts in advancing our work to become a comprehensive college goals. (✓)

For Administrative Use Only

For Administrative Use Only

10/21/2024

Funding Status

Completed/Funded

Notes

Council Ranking

Men of Color Operational Funding

Resource Year

2025 Update

What resources do we already have?

1 FTE Classified Professionals

What resources do you need?

Resources for programmatic components, including events and activities to support the academic success and sense of belonging for MOC participants,

\$ Amount Requested

60,000

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.

This funding supports equity goals and Key Performance Indicators as the Men of Color program supports approximately 150 scholars by creating a community of inclusion and fostering academic excellence and leadership development. Men of Color are currently identified in our 2025 KPIs based on DI data from our Student Equity Plan, and a majority of the participants identify as Black and/or Latino. Targeted services to this student population supports our strategic goals in student access, success, and most notably, equity..

This request for my area is Priority #:

2

Is this request

New

For Administrative Use Only

Funding Status

Completed/Funded

Notes

Use of one time funds

Council Ranking

N/A

2025-26 Council Ranking

N/A

Mapping

Administrative: Planning and Development: *undefined*

Resource Requests

- **Close Student Equity Gaps** : *Reduce the equity gap for African American students
*Reduce the equity gap for Latinx students
*Reduce the equity gap for Men of Color (✓)

DEIA Equity Summit

Resource Year

2025 Update

What resources do we already have?

Funding for the 2025 summit activities

What resources do you need?

Ongoing funding for an annual DEIA Equity Summit

\$ Amount Requested

25,000

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.

Requesting ongoing funding to bring equity-focused professional development for all employees to Norco College through the DEIA Committee. Professional development supports the work of closing equity gaps by equipping managers, faculty, and classified professionals with knowledge, skills, and competencies in support of equitable outcomes.

This request for my area is Priority #:

3

Is this request

New

For Administrative Use Only

Funding Status

Completed/Funded

Notes

Use of one time funds

Council Ranking

N/A

2025-26 Council Ranking

N/A

Mapping

Administrative: Planning and Development: *undefined*

- **Close Student Equity Gaps** : *Reduce the equity gap for African American students
*Reduce the equity gap for Latinx students
*Reduce the equity gap for Men of Color (✓)
- **Professional Development Coordination**: To coordinate college-wide professional development efforts focused on equitable student outcomes with both constituent based training and all-college professional development (✓)

Norco Teaching Institute (NTI) Faculty Professional Development

Resource Year

2026 Update

What resources do we already have?

Previous use of one-time funding

Resource Requests

What resources do you need?

annual allocation through 2030 to fund 20 faculty members participation in a semester long faculty professional development, including time and effort for faculty leader preparation and facilitation.

\$ Amount Requested

30,000

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.

Directly supports our strategic goal 4.1 Professional Development, by providing leadership development for the faculty facilitators as well as instructional professional development on inclusive and equitable teaching practices for the faculty participants. In it's inaugural launch, more than 20 faculty members submitted their intent to participate, while 10 completed all aspects of the program with required documentation. Stipends are provided to participants who satisfy all NTI requirements. There continues to be a great need in improving instructional practices in support of equity, and in RSI.

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

Notes

Council Ranking

2025-26 Council Ranking

Mapping

Administrative: Planning and Development: undefined

- **Professional Development Coordination:** To coordinate college-wide professional development efforts focused on equitable student outcomes with both constituent based training and all-college professional development (✓)

IE-Program Review Committee Budget

Resource Year

2026 Update

What resources do we already have?

Some funds provided by the IE budget for small events.

What resources do you need?

Budget to support training, workshops and events to prepare for the next comprehensive and further developments supported by Program Review

\$ Amount Requested

5,000

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.

This funding would support workshops and trainings to stay current on professional development in assessment of student learning (Objective 8.1)

This request for my area is Priority #:

Resource Requests

7

Is this request

New

For Administrative Use Only

Funding Status

Notes

Council Ranking

2025-26 Council Ranking

Faculty Hiring Resource Requests

Program Review Reflections

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

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

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

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