



Program Review - Overall Report

Administrative: Student Services

Program/Unit Goals

Strategic - streamline workflows and processes for student-facing services

Program/Unit Goal

Process map existing workflows for key processes within student services

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Identifying gaps in current workflows and processes that have the most direct impact on students.

Identifying required forms that need revisions

Inventory of existing technological platforms used

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

Identify processes, create and modify workflows to streamline processes for students and staff.

Implement one software for tracking student services contacts and services

Review all existing forms and revise/modify as needed.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 3: Equity:** Close all student equity gaps. (✓)

Progress and Evidence

Evidence Date

03/21/2024

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.

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Technology

Please add any relevant documents here.

Sustained - Stabilize positions

Program/Unit Goal

Sustained - Stabilize funding sources for positions currently not fully funded

Goal Cycle

4/2/2026

Generated by Nuventive Improvement Platform

Page 2

Program/Unit Goals

2024 - 2027

What are you doing now in support of this goal?

Utilizing grant and/or categorical funding to support positions in Admissions and Records and Financial Aid.

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

Incrementally move partially funded positions to stable funding source(s).

Please add any relevant documents here.

Mapping

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

- **2025 Objective 1.3 (Student Services):** Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) (✓)
- **2025 Objective 2.6 (Student Services):** Increase percent of students who receive financial aid from 73% to 81% (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2025 Objective 8.5 (Office of the President):** Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan (✓)
- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)
- **2030 Goal 9: Workplace/Employees:** Expand workforce to support comprehensive college and develop/sustain excellent workplace culture (✓)

Progress and Evidence

Evidence Date

03/21/2024

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.

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Funding to support positions that are on grant/categorical funds with an end date.

Please add any relevant documents here.

Strategic - Technology

Program/Unit Goal

Implement uniform technology platforms to meet needs of Student Services

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

We currently use a variety of tools to manage the work within Student Services. There are tools that are not fully implemented and tools that are creating reduncies and tools that are ineffective for the work that needs to be completed.

Program/Unit Goals

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

1. Assess needs for data collection and student case management.
2. Implement tool(s) across all areas of Student Services to increase efficiency and effectiveness.

Please add any relevant documents here.

Mapping

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

- **2025 Objective 11.1 (Student Services):** Design intuitive and simple student onboarding system (✓)
- **2025 Objective 11.2 (Student Services and Planning and Development):** Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”) (✓)
- **2025 Objective 7.6 (Student Services):** Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom (✓)
- **2030 Goal 11: Operations:** Implement professional, intuitive, and technology enhanced systems (✓)

Progress and Evidence

Evidence Date

03/21/2024

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.

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Please add any relevant documents here.

Integrated - Data Collection

Program/Unit Goal

Integrated -implement student satisfaction survey for Student Services Division

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Collecting data without intentionality.

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

Review current assessment tools and timeframes

Convene student services team to review and discuss assessment questions in common

Create timeline of survey implementation.

Deploy survey, collect, analyze and utilize data collected through survey

Please add any relevant documents here.

Program/Unit Goals

Standard of Care

Program/Unit Goal

Standard of Care

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

As Vice President of Student Services, I am leading the implementation of the Standard of Care through a coordinated, district-aligned approach. This includes securing additional assistance and financial support through a Partnership Resource Team, implementing workgroups, aligning services within the workplan and framework.

We have deployed district resources, made strategic hiring and staffing decisions, and led presentations to promote campus-wide understanding and engagement. Additionally, restructuring efforts are underway to better align Student Services operations with the Standard of Care.

These efforts are focused on embedding consistent, equitable, and high-quality service practices across all areas of Student Services.

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

2025-2026

- Engage in a PRT to assist with the implementation of the Standard of Care
- Implement Institutional Innovation and Effectiveness Plan

2026-2027

- Hire staff including tutors, educational resource advisors, and Director, Academic Advising and Student Success.
- Launch Element 451 as case management tool
- Continue implementation of action steps in Institutional Innovation and Effectiveness Plan
- Implement Standard of Care for Dual Enrollment population

Please add any relevant documents here.

Mapping

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

- **2030 Goal 2: Success:** Implement Guided Pathways framework. (✓)

EMP-Objectives (2025-2030): *undefined*

- **Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **Goal 1: Access:** Expand college access by increasing both headcount and FTES (✓)
- **Goal 2: Success :** Implement Guided Pathways framework (✓)
- **Goal 2: Success :** Implement Guided Pathways framework (✓)
- **Goal 3: Equity :** Close all student equity gaps (✓)

Progress and Evidence

Evidence Date

03/18/2026

What progress have you made toward this goal?

PRT completed and action plan in progress

How do you measure your progress?

Workgroups have completed deliverables, resources have deployed, hiring in process, operational changes in process

Program/Unit Goals

Discuss your evidence/results.

Number of tutors hired, student usage data for tutoring, number of Educational Resource Advisors, operational changes

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

Is there a resource request associated with this Goal?

Yes

If yes, please provide a short description.

Budget for Element 451 and Staff

Please add any relevant documents here.

Information/Publication Review

Please discuss any publications or published information that require regular updates for your area.
The following areas require regular updates: college website, student handbook, college catalog.

Please add any relevant documents here.

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?

Student Services attends a multitude of training throughout the year related to student support (e.g. Equity and Guided Pathways, Program specific trainings, etc.)

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

Equity mindset and changes in practices related to our students

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

Ensuring all stakeholders have the opportunity to participate in quality PD opportunities.

Please add any relevant documents here.

2025 Update

No responses have been entered.

Assessment

2025: 1.2 (KPI 2) Go from 14,624 headcount to 16,581 total headcount

EMP Goal

2030 Goal 1: (Access) Expand college access by increasing both headcount and FTES.

Assessment Method

How do you plan to assess this objective?

KPI Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Completed

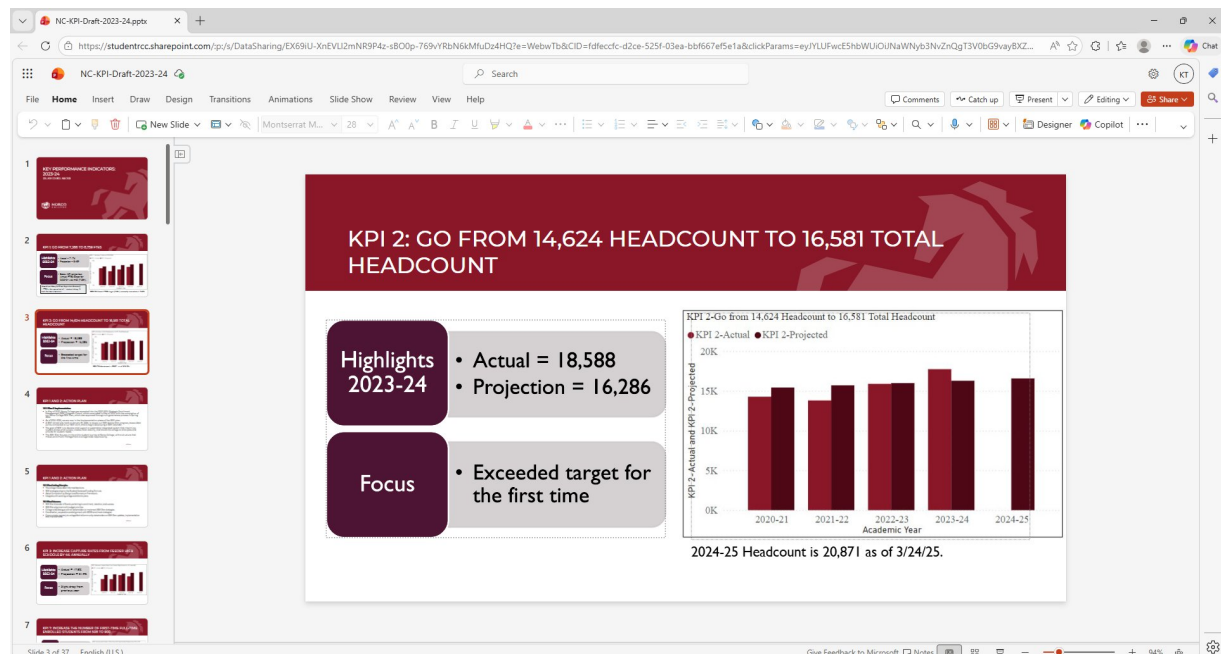
Score

4 - Completed

How can you continue to improve towards completing this objective?

Please add screenshot here.

For the 2024-2025 academic year, Norco College achieved 7,318 FTES, which was 99.4% of our 7,361 target. In comparison to last year, this represents 1.94% growth over our 2023-2024 achieved FTES of 7,176 and 3.69% growth over our 2023-2024 target of 7,084. Since the 2019-2020 academic year, Norco College has recovered 96.5% of its pre-pandemic FTES and 99.4% of its pre-pandemic enrollments. Unduplicated headcount at Norco College for the 2024-2025 academic year was 20,534 students, representing 116% of our 2019-2020 unduplicated headcount of 17,632. Looking to 2025-2026, Norco College has established an FTES target of 7,795, representing a 5.57% FTES growth goal over this year's target of 7,361, or 6.1% over this year's achieved FTES of 7,318.



Assessment

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

2022-23 actual of 15,899

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Implementation of the SEM plan.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 1.3 Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.)

EMP Goal

2030 Goal 1: (Access) Expand college access by increasing both headcount and FTES.

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

SEM Plan completed.

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.

Dual Enrollment Growth

Assessment

HS District	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Corona-Norco USD	689	1,071	1,432	1,138	1,138	1,621	1,880	1,890	2,792	7,9
NERHS Nor - Eleanor Roosevelt Hs	142	317	416	319	332	448	579	585	838	2,5
NKMCC NOR - Kennedy Mdlie Col - Cont	505	452	378	385	434	327	488	502	509	1,9
NKMCN NOR - Kennedy Middle Col /New	263	221	138	213	217	195	202	18	171	1,5
NCHS NOR - CentennialHS		168	211	108	121	291	307	237	339	1,2
NJKHS NOR - Mid Coll High School		36	119	118	140	143	175	175	175	1,0
NSAHS NOR - Santiago High School			191	109	68	143	209	239	413	1,0
NCOHS NOR-Corona High School			79	48	11	28	36	46	259	4
NOHS NOR - Norco HS Dual Enrollmen		32		20	12	34	52	70	183	3
NLVP Nor - Lee V. Pollard Hs							6		42	
NOGHS Norco Dual Enrollment/Ccap Gro						16		12	22	
NHSOI Academy of Innovation HS		19	13		2	3				
NAIH Academy of Innovation Hs							11	12	20	
NNHS NOR - Norco High School		15		20						
Total	689	1,071	1,432	1,138	1,138	1,621	1,880	1,890	2,792	7,9

[Open in Power BI](#)

CCAP Dual Enrollment

Data as of 3/18/26, 8:02 AM

Filtered by **HS District** (is Corona-Norco USD)

us on growth in dual enrollment population.

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

Groups are a focus in the SEM

Score

Assessment

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

How can you continue to improve towards completing this objective?

Implementation of SEM

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 1.4 (KPI 3) Increase capture rates from feeder high schools by 4% annually.

EMP Goal

2030 Goal 1: (Access) Expand college access by increasing both headcount and FTES.

Assessment Method

How do you plan to assess this objective?

KPI data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

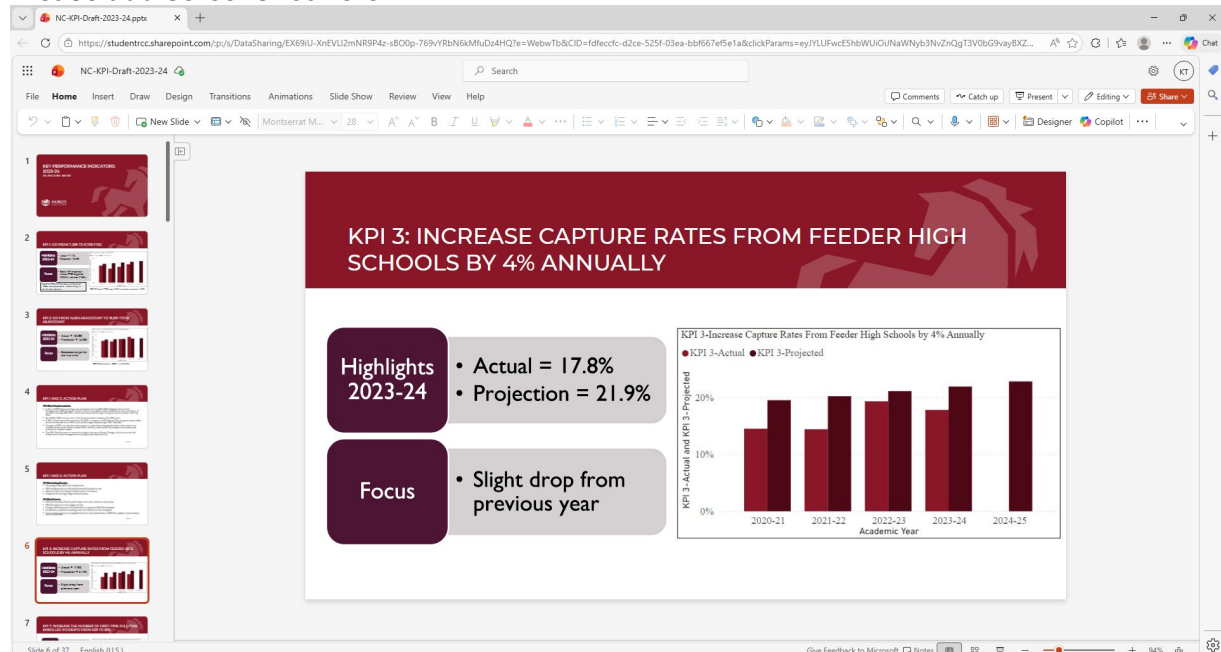
Slight drop from previous year

Score

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

How can you continue to improve towards completing this objective?

Please add screenshot here.



Assessment

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

2022-23 actual 19.3% projection 21.1%

Score

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

How can you continue to improve towards completing this objective?

Implementation of SEM, revised outreach efforts, HS Visitations and Promise Program

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 2.4 (KPI 6) Increase number of transfers 15% annually

EMP Goal

2030 Goal 2: (Success) Implement Guided Pathways framework.

Assessment Method

How do you plan to assess this objective?

National Clearinghouse

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Increasing but still below ISS of 834 for 3rd year

Score

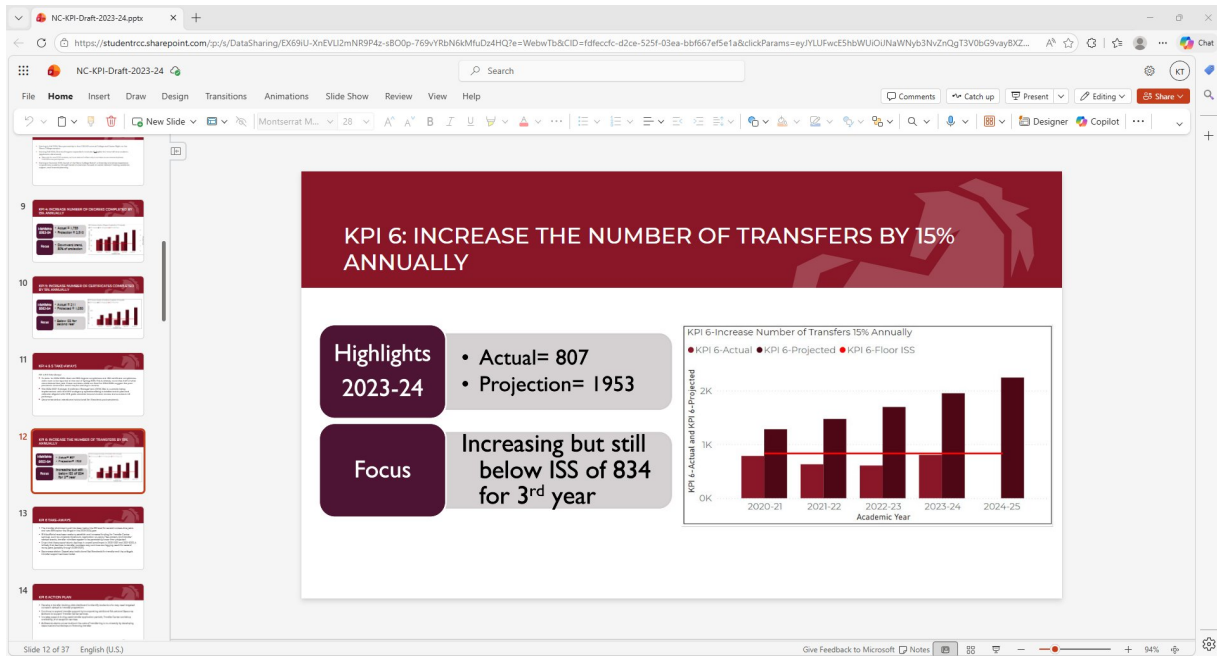
1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

Operational changes to bolster support for Transfer

Please add screenshot here.

Assessment



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

Below ISS

Score

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

How can you continue to improve towards completing this objective?

Focus in SEM

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 2.5 (KPI 7) Increase the number of first-time, full-time enrolled students from 508 to 900

EMP Goal

2030 Goal 2: (Success) Implement Guided Pathways framework.

Assessment Method

How do you plan to assess this objective?

KPI data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Assessment

Progress/Findings

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

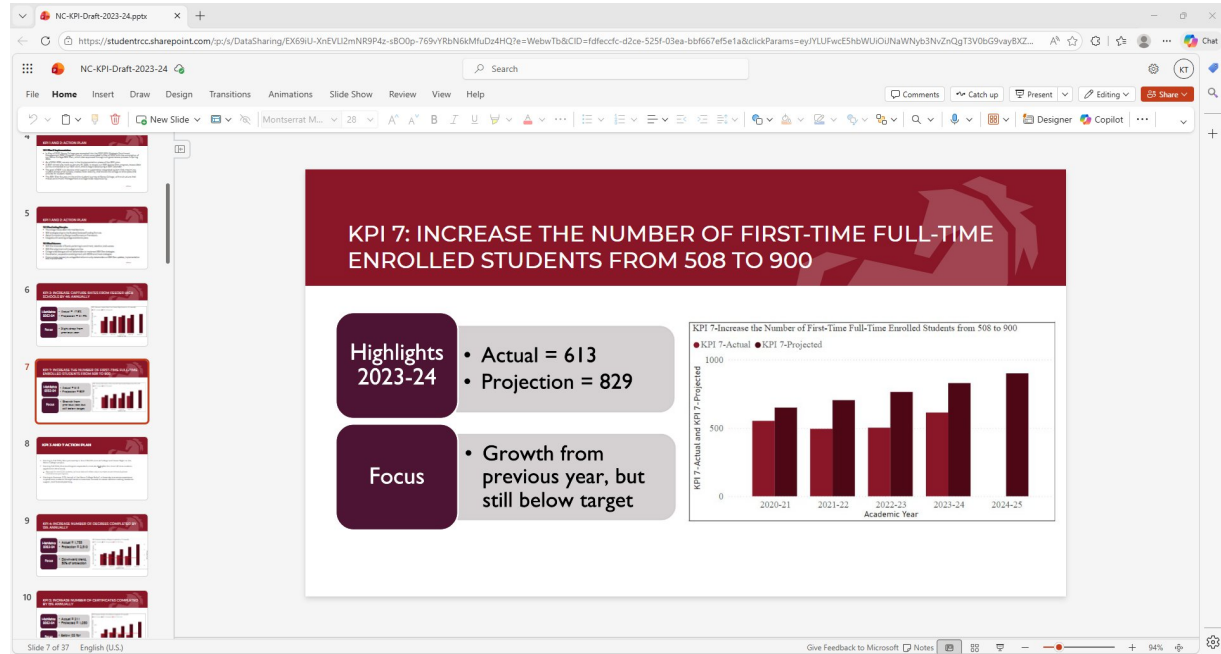
Growth from previous year, but still below target

Score

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

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

2022-23 actual 502

Score

1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

SEM plan focus

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 2.6 Increase percent of students who receive financial aid from 73% to 81%

EMP Goal

2030 Goal 2: (Success) Implement Guided Pathways framework.

Assessment

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Baseline data

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.

- 2022-2023 Number of FAFSA's Received: 8,185
- 2022-2023 Number of students awarded CCPG: 5,844
- 2022-2023 Number of students awarded PELL: 2,105

Please upload any related assessment data or documents.

Progress/Findings Date

03/22/2024

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?

KPI data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

No gap in certificate attainment, continue to be below projection in Transfer Eng/Mat completion

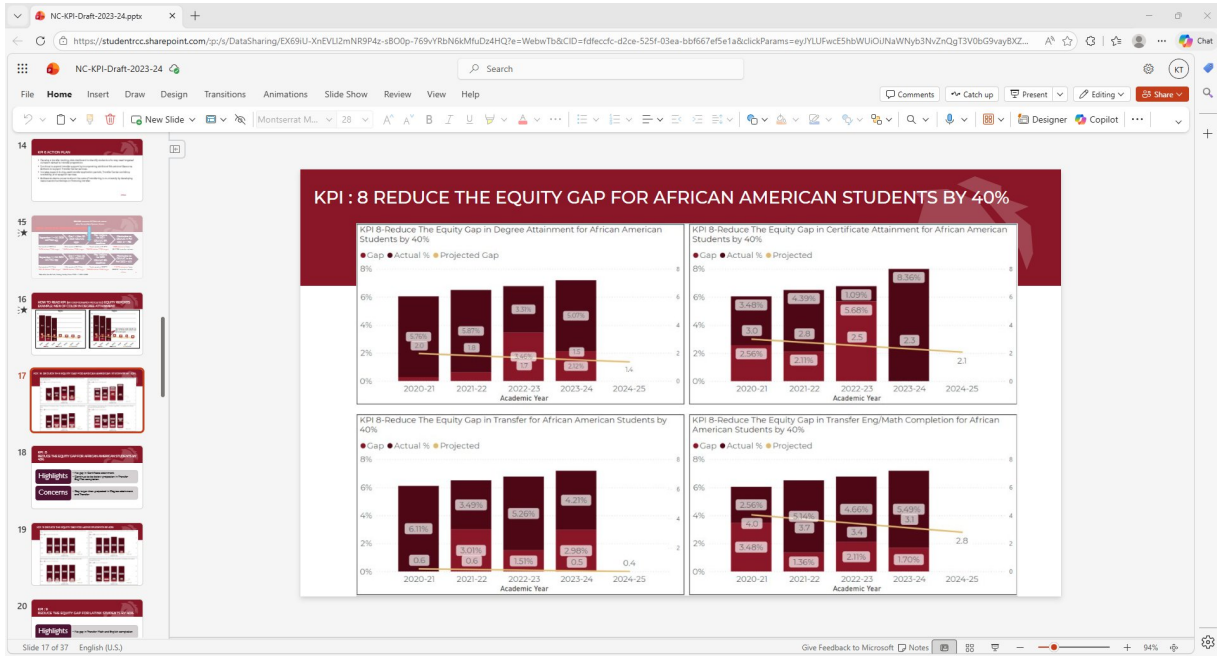
Score

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

How can you continue to improve towards completing this objective?

Please add screenshot here.

Assessment



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

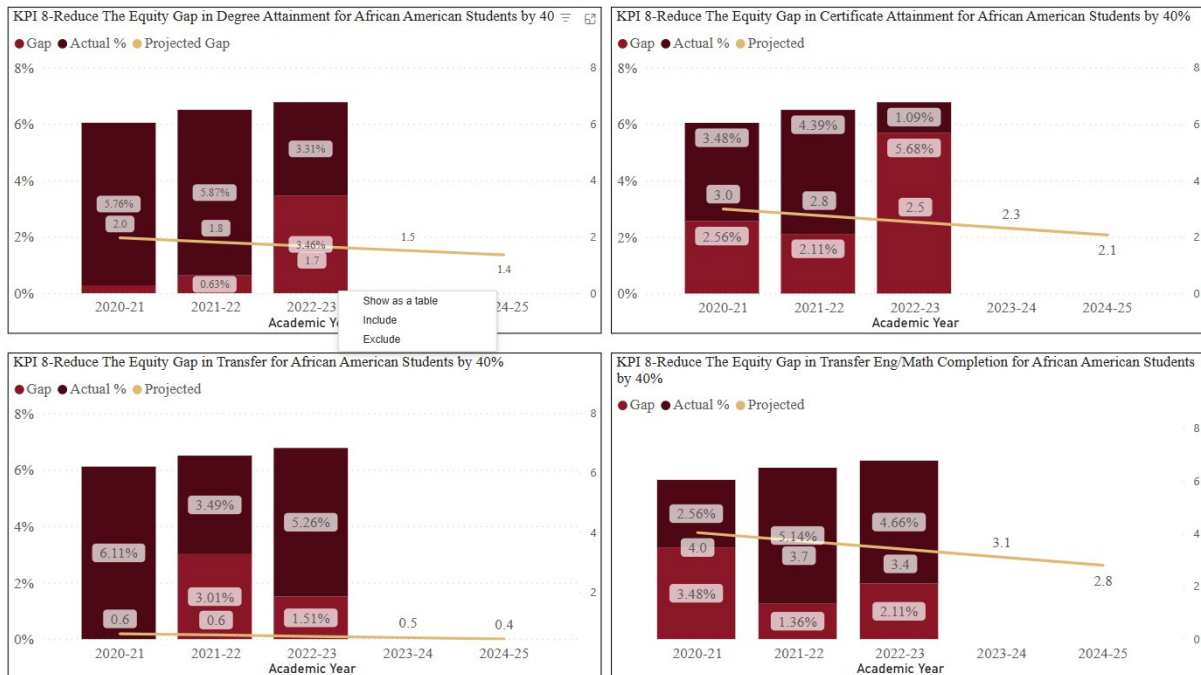
Explain the progress, status and/or results/findings of this assessment.

See below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Assessment

Progress/Findings Date

03/21/2024

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.

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

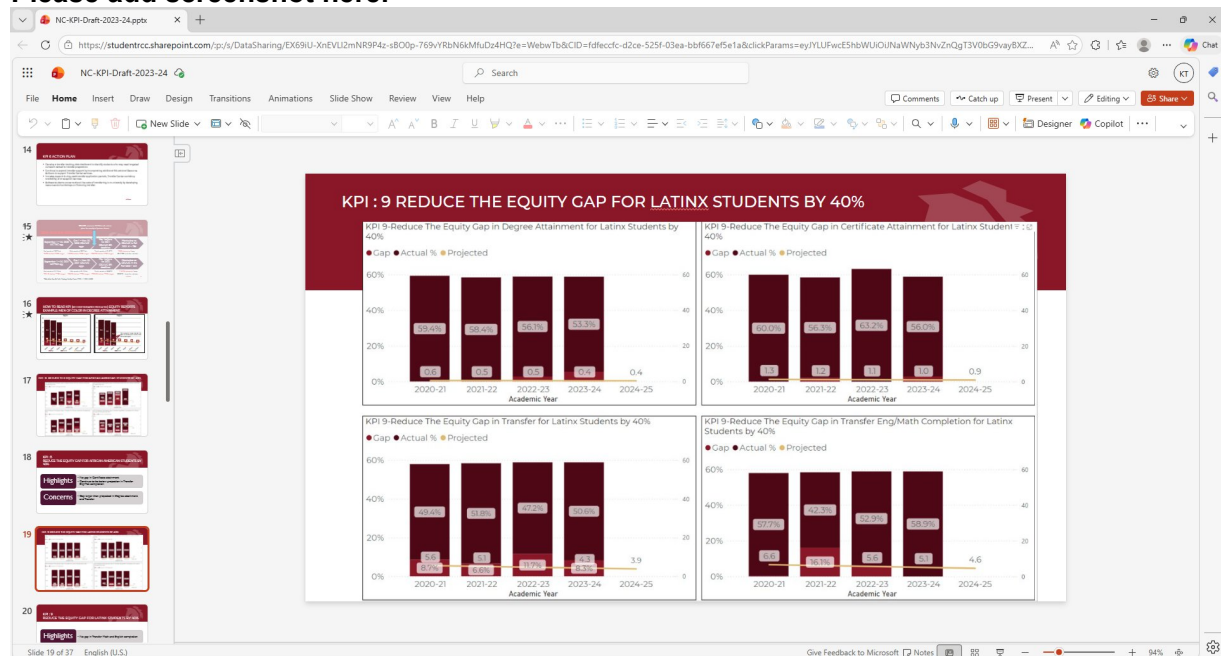
No gap in transfer Math and English completion

Score

1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

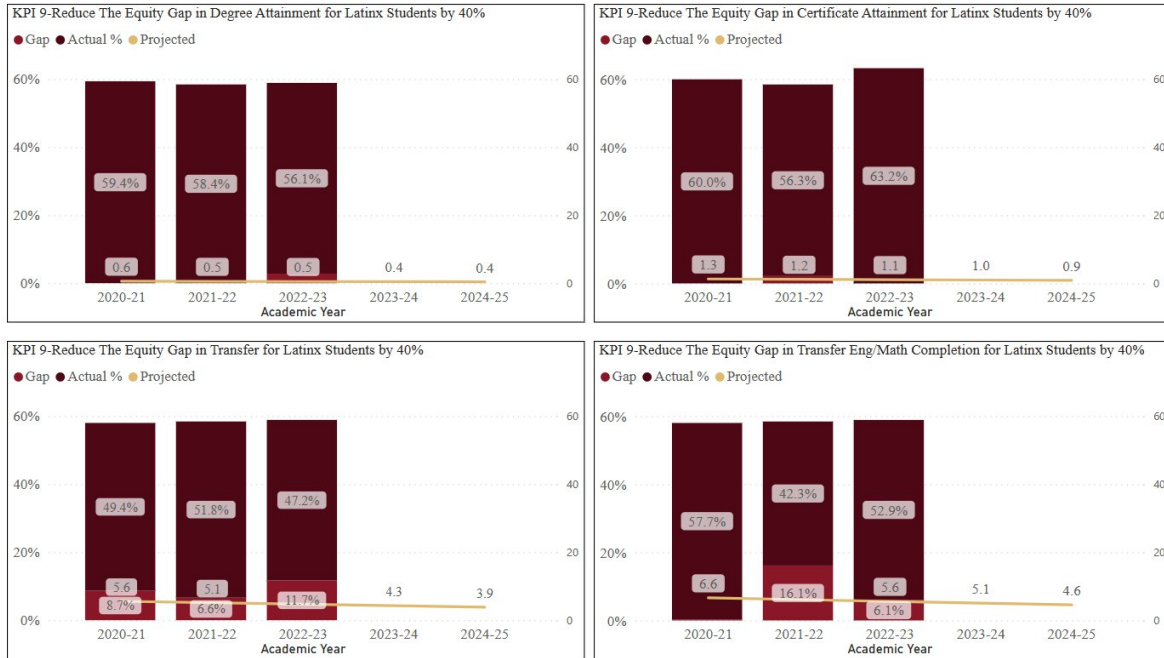
Explain the progress, status and/or results/findings of this assessment.

Assessment

See below
Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date
03/21/2024

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.

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Consistent little or no gap for certificate attainment and transfer Eng/Math completion

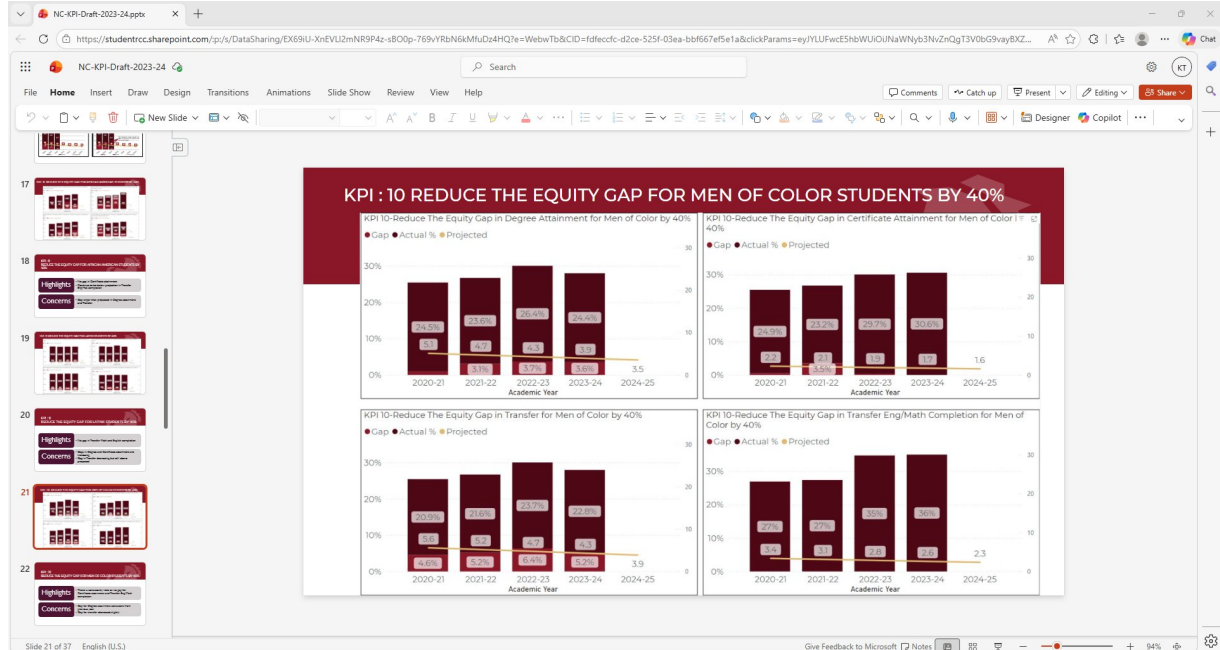
Score

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

How can you continue to improve towards completing this objective?

Assessment

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

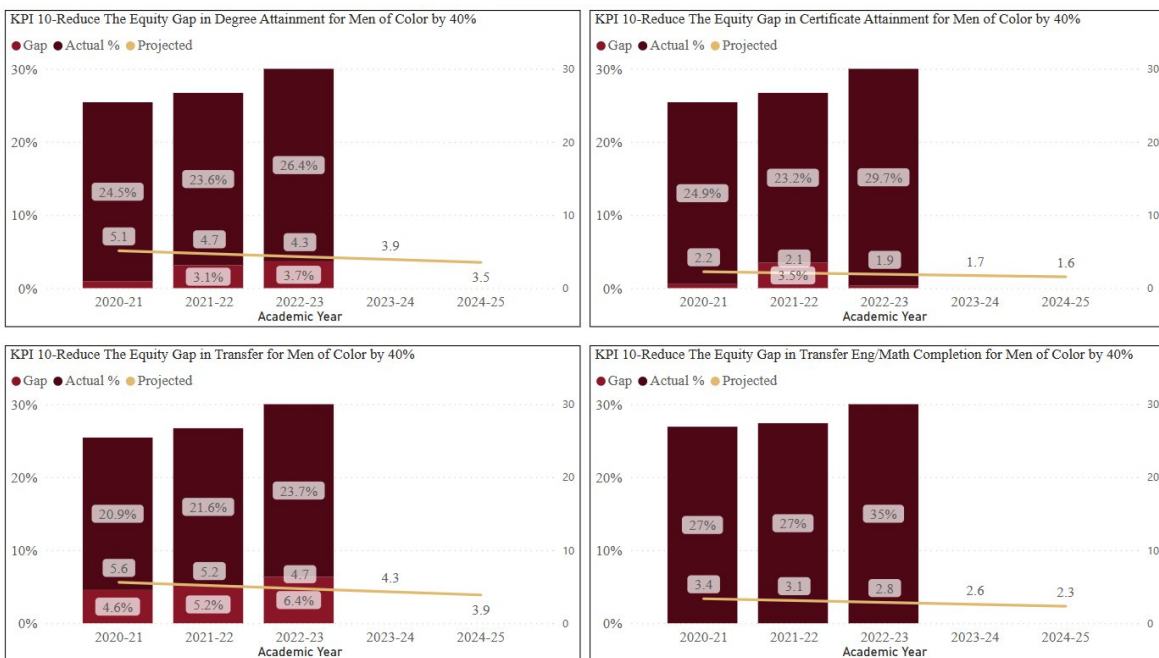
Explain the progress, status and/or results/findings of this assessment.

see below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Assessment

Please upload any related assessment data or documents.

Progress/Findings Date
03/21/2024

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.

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

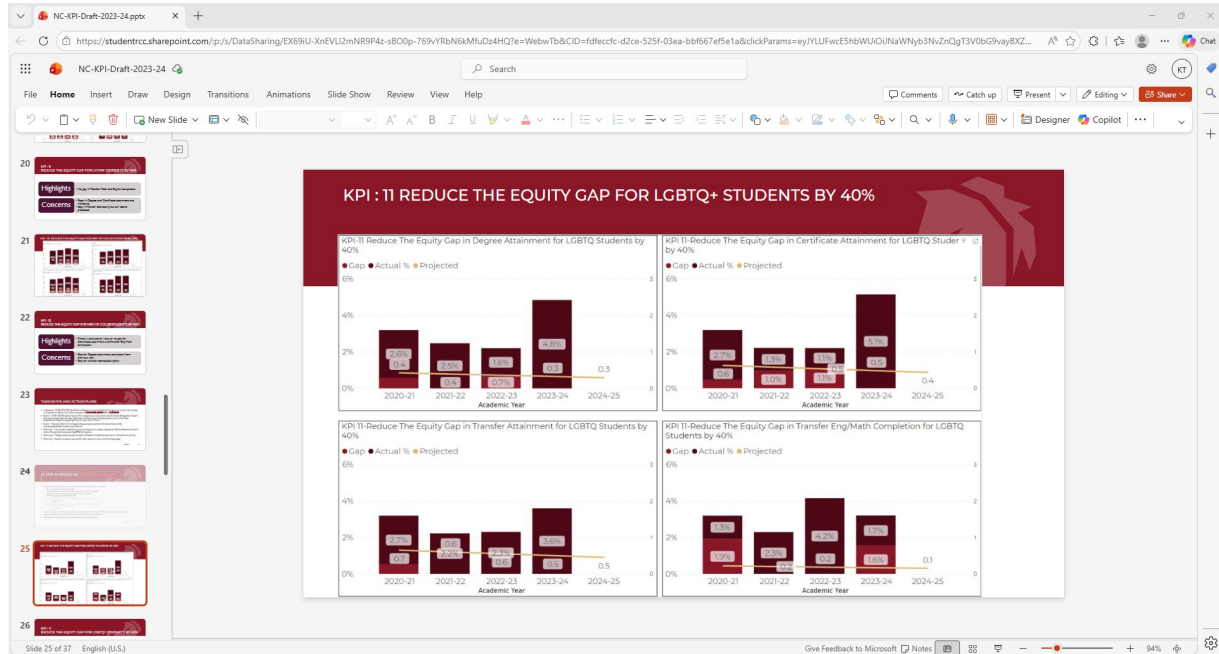
Meeting metrics in degree, certificate and transfer attainment

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date
03/18/2026

Assessment

Progress/Findings

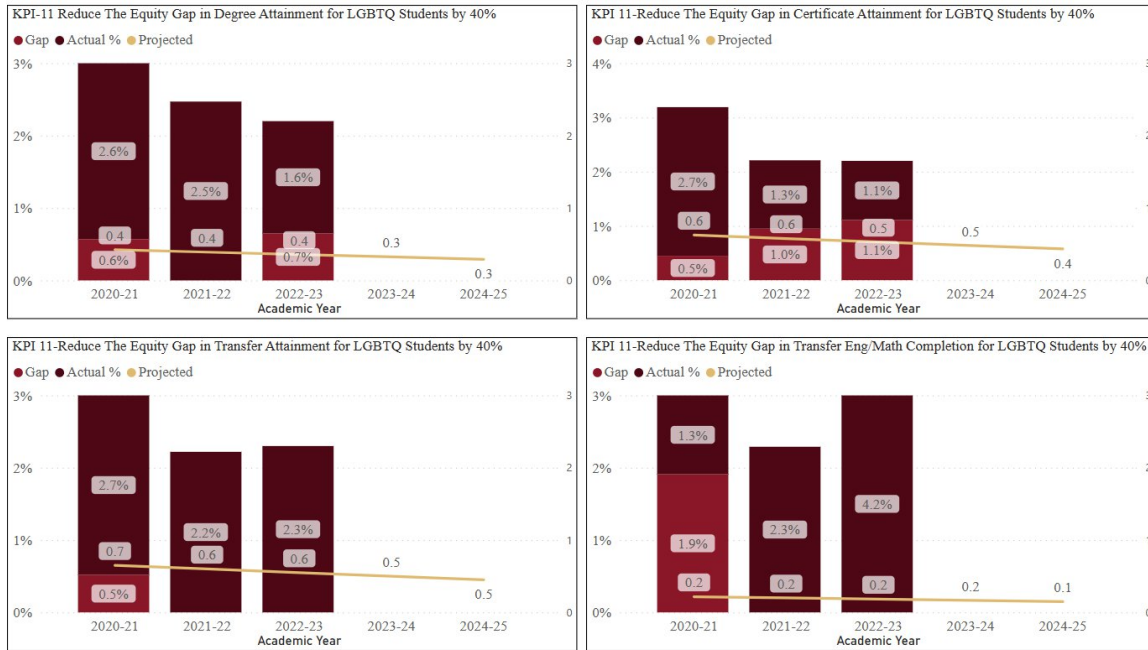
Explain the progress, status and/or results/findings of this assessment.

see below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

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.

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Meeting certificate; eliminated gap for Transfer Eng/Math

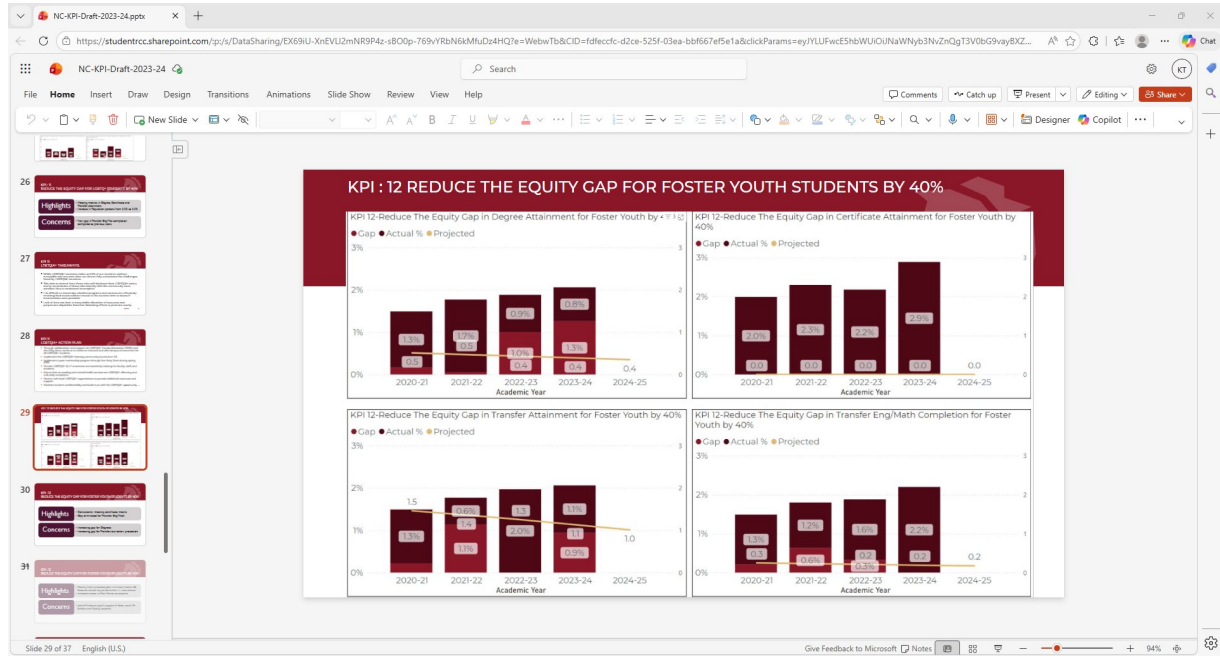
Score

Assessment

1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

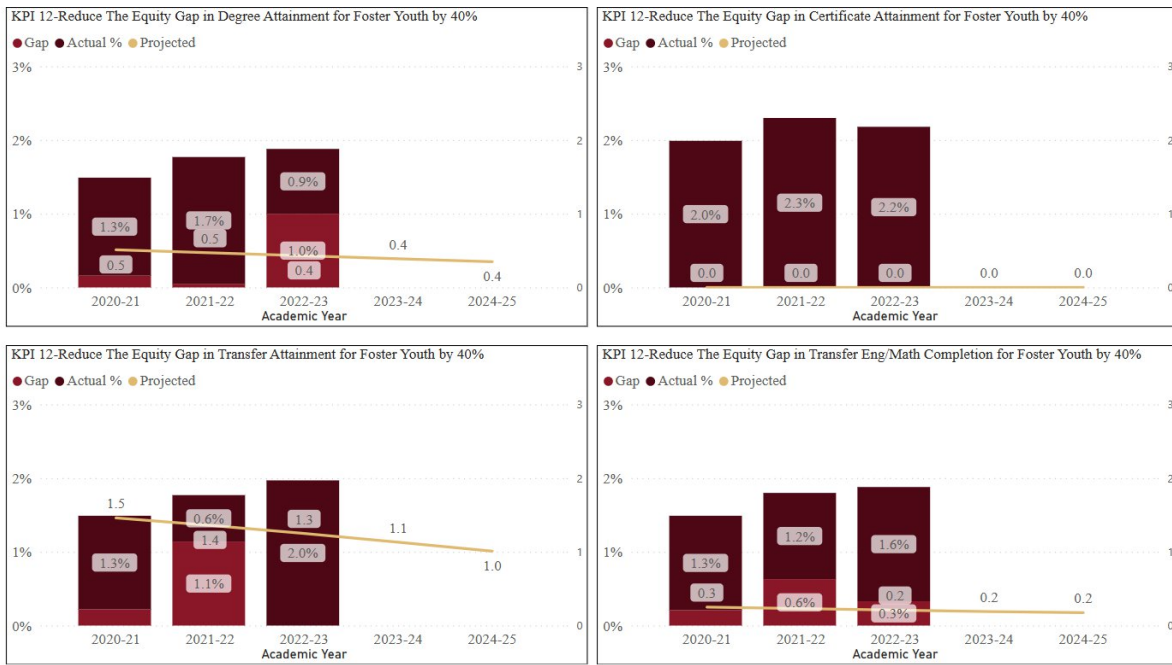
see below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.

Assessment



Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 5.1 (KPI 13) Increase the median annual earnings of all students.

EMP Goal

2030 Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Last outcome 2021-22

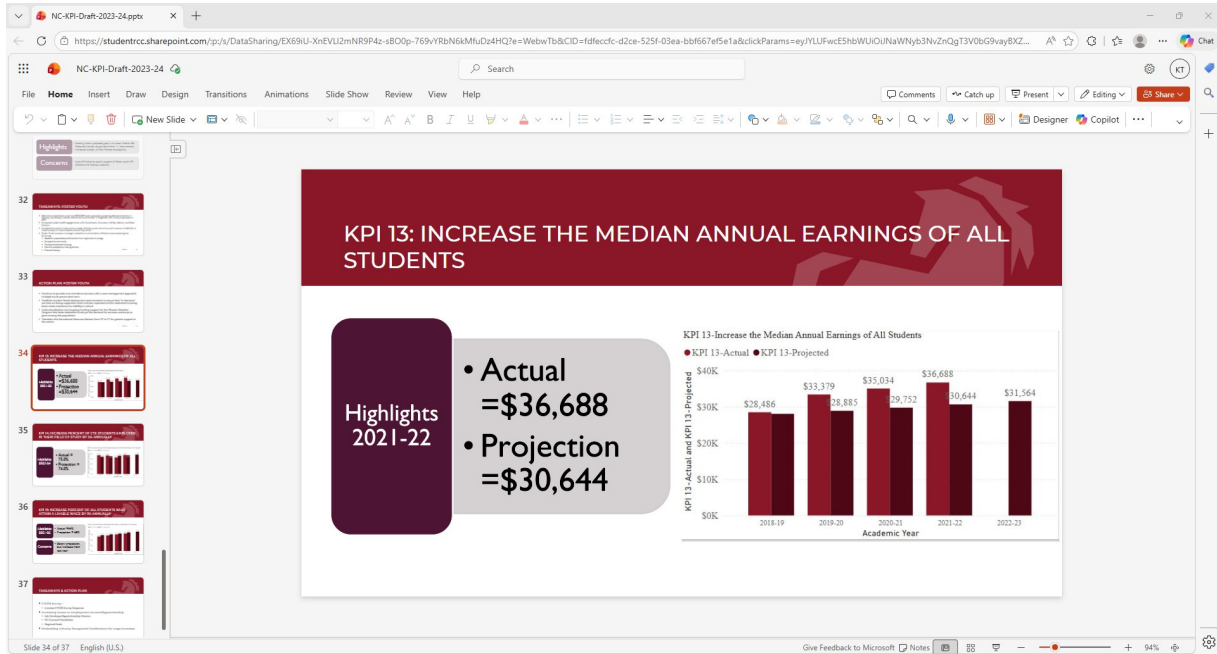
Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.

Assessment



Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

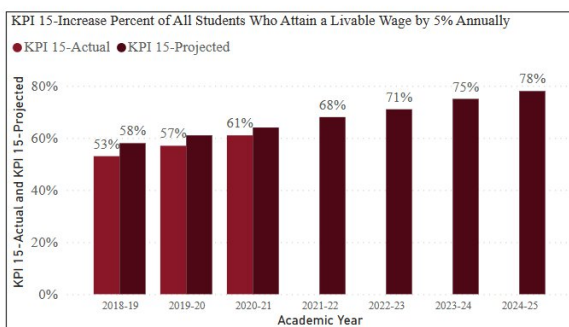
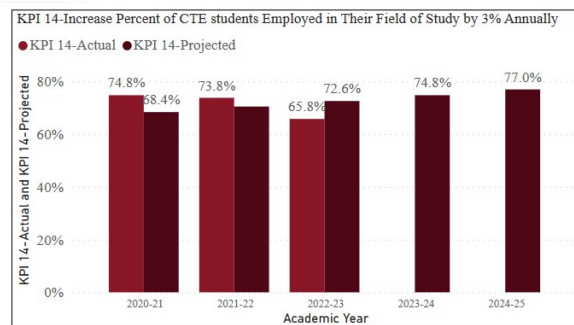
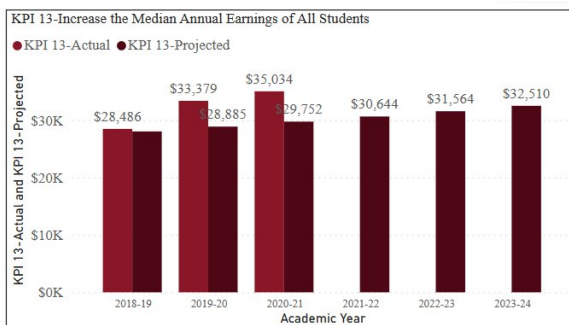
Explain the progress, status and/or results/findings of this assessment.

see below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Assessment

Please upload any related assessment data or documents.

Progress/Findings Date
03/21/2024

2025: 5.3 (KPI 15) Increase percent of all students who attain a livable wage by 5% annually

EMP Goal

2030 Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap

Assessment Method

How do you plan to assess this objective?

KPI

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

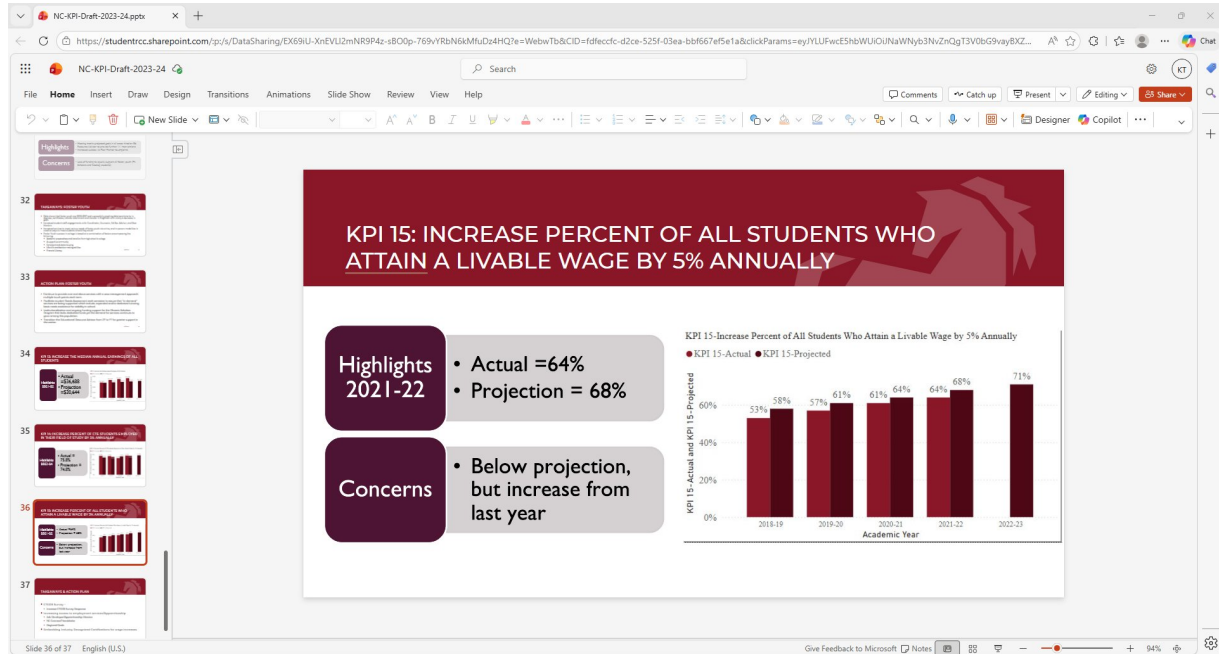
below projection but increase from last year

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date
03/18/2026

Assessment

Progress/Findings

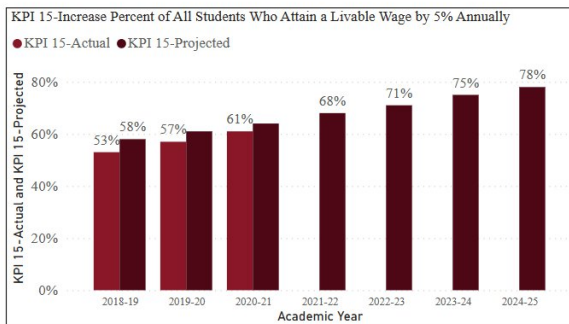
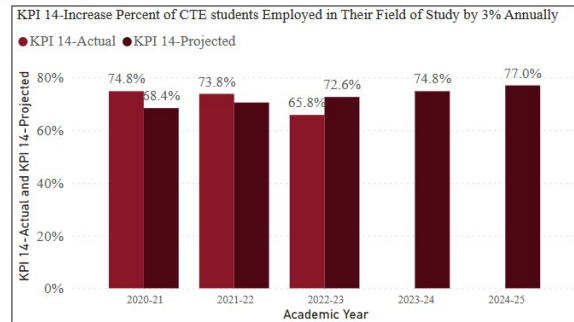
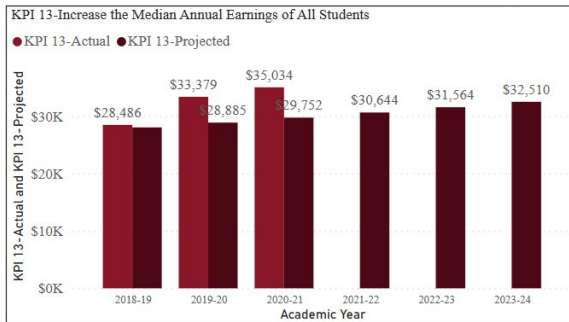
Explain the progress, status and/or results/findings of this assessment.

see below

Score

How can you continue to improve towards completing this objective?

Please add screenshot here.



Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 6.3 Expand partnerships with regional veterans' services and support organizations

EMP Goal

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

Assessment Method

How do you plan to assess this objective?

Number of partnerships

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Archived

Date

03/18/2026

Assessment

2025: 6.6 Develop regional outreach and recruitment systems

EMP Goal

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

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Regional outreach and recruitment system continues to be a work in progress

Score

3 - Almost Completed (75% + Complete)

How can you continue to improve towards completing this objective?

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

Outreach function moved to Dean of Student Services with a focus on onboarding students and improved relationship with K-12 partners

Score

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

How can you continue to improve towards completing this objective?

CNUSD outreach, High School Visitations, Promise Program

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 7.4 Develop and implement plan for expanded athletics offerings

EMP Goal

2030 Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs

Assessment

Assessment Method

How do you plan to assess this objective?

College Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Progress has been impacted by the delay in the Center for Human Performance and Kinesiology

Score

1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

Focus on current programs and assess viability of programs that can be implemented without new building.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

Assessment Method

How do you plan to assess this objective?

NA

Method used to assess

Status

Archived

Date

03/18/2026

2025: 7.6 Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom.

EMP Goal

2030 Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/21/2024

Assessment

Progress/Findings

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

Operational changes in alignment with the college reorganization

Score

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

How can you continue to improve towards completing this objective?

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

Division use of SSIPP framework will guide the work within student services

Score

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

How can you continue to improve towards completing this objective?

Assess staffing, workflows and processes and data collection across the division

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2025: 11.1 Design intuitive and simple student onboarding system.

EMP Goal

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

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Holistic Student Support Survey

Score

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

How can you continue to improve towards completing this objective?

Expansion to continuing students.

Please add screenshot here.

Assessment

Norco College began its implementation of a holistic student support approach in February 2021. As a starting point, the college targeted incoming students since data suggested that we were losing a large volume of students during the onboarding process. Currently, every non-exempt incoming student completes a holistic student support survey during orientation, receives a custom support plan in response to their answers, and is contacted by college personnel who can help meet their individual needs. Early data suggests that incoming students who participate in this HSS process have first-term persistence rates that are 9% - 14% higher than similar students who do not receive this intervention. Unfortunately, the college's advising structure is currently siloed and lacks the integration to continue supporting students after the initial HSS intervention. To address this, we are currently restructuring our advising process, centralizing personnel, and working to rebrand the information about advising services on our website. Depending on support program involvement, some students are engaged through case management models and learning communities that help address their basic needs, connect them with on- and off-campus resources, and provide the sense of belongingness they need to succeed. However, most students do not encounter this experience, so we are seeking ways to engage students at scale. To remain equity-focused in this work, our HSS leaders looked to Achieving the Dream's Holistic Student Support Redesign toolkit. ATD found that colleges see the greatest gains in equity outcomes when they promote a personalized experience in which all students: 1) Are supported in achieving their goals through intentional and early development of academic, career, and financial plans. 2) Have to tell their "story" only once and are not running from office to office to get answers. 3) Are proactively connected with supports targeted to their individual needs so they enter college fully prepared to learn. 4) Feel confident that faculty, staff, and administrators are invested in their success. To this end, Norco College is working to (1) redefine and expand the definition of comprehensive education plans, (2) eliminate siloes and centralize core services in the student experience, (3) produce custom support plans for every student, and (4) raise student awareness of the vast resources and services available and how to access them. Major projects related to this work include the implementation of a HSS survey, launch of a financial literacy program, a restructuring of advising services to align with a case management approach, a new counseling direction aimed at career-focused developmental advising, the establishment of a Peer Advisor program, and an new online career networking platform.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

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

Assessment Method

How do you plan to assess this objective?

College data

Method used to assess

Qualitative (Observation, summary of status, etc.)

Status

Active

Date

03/21/2024

Progress/Findings

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

Shift to Element 451 Fall 2025

Assessment

Score

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

How can you continue to improve towards completing this objective?

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/18/2026

Progress/Findings

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

Currently waiting for Anthology ERP implementation

Score

1 - Slow Progress (About 1/4 - 1/2 Complete)

How can you continue to improve towards completing this objective?

We are unable to implement until SIS is implemented.

Please add screenshot here.

Please upload any related assessment data or documents.

Progress/Findings Date

03/21/2024

2030 Objective 1.2 (KPI 2): (Student Services): Increase annual headcount by 3% annually

EMP Goal

Goal 1: (Access): Expand college access by increasing both headcount and FTES

Assessment Method

How do you plan to assess this objective?

College Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

2030 Objective 1.3 (KPI 3): (Student Services): Increase capture rates from feeder high schools by 4% annually

EMP Goal

Goal 1: (Access): Expand college access by increasing both headcount and FTES

Assessment Method

How do you plan to assess this objective?

College Data

Assessment

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

2030 Objective 2.3 (KPI 6): (Student Services): Increase First-term to Second-Term Persistence of first-time students by 3% annually

EMP Goal

Goal 2 (Success): Implement Guided Pathways framework

Assessment Method

How do you plan to assess this objective?

College Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

2030 Objective 2.4 (KPI 7): (Student Services): Increase the percentage of first-time students who complete a degree or certificate in three years by 3% annually

EMP Goal

Goal 2 (Success): Implement Guided Pathways framework

Assessment Method

How do you plan to assess this objective?

College Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

2030 Objective 2.5 (KPI 8): (Student Services): Increase the percentage of first-time students who transfer to a four-year institution in three years by 3% annually

EMP Goal

Goal 2 (Success): Implement Guided Pathways framework

Assessment Method

How do you plan to assess this objective?

Assessment

College Data, National Clearing House

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

2030 Objective 5.2 (KPI 12): (Student Services): Increase student enrollment in career pathways aligned with living-wage careers

EMP Goal

Goal 5 (Workforce and Economic Development): Reduce working poverty and the skills gap

Assessment Method

How do you plan to assess this objective?

College Data

Method used to assess

Quantitative (Survey, count, measure, etc.)

Status

Active

Date

03/18/2026

Resource Requests

Salary for Student Services Technician

Resource Year

2024 - 2027

What resources do we already have?

74.38% general fund and SEA

What resources do you need?

25.62% funding

\$ Amount Requested

27,000

Resource Type

STAFF: Classified Professional, Confidential, Mgr

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

This will ensure we can meet our enrollment goals (KPIs) and Objectives (7.6)

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

Completed/Funded

Notes

25.62% of position is funded on grant or categorical funds. This would provide permanent funding for this position.

Council Ranking

1

2025-26 Council Ranking

Case Management Software

Resource Year

2024 - 2027

What resources do we already have?

Multiple technologies/platforms

What resources do you need?

One tool that can be used for case management

\$ Amount Requested

Resource Type

ITEM: Technology

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.

Case management will allow us to effectively and efficiently assist students, meeting student needs and allowing staff to maximize their ability to assist students

This request for my area is Priority #:

4

Is this request

New

Resource Requests

For Administrative Use Only

Funding Status

Completed/Funded

Notes

There may be a decision from the Nov 1st Fall 2024 Scaling Guided Pathways Convening of the case management tool that will be used across the district. While this is a priority, the recommendation is that we don't invest in a tool in isolation. Status update to Done-district Element 451-250730

Council Ranking

4

2025-26 Council Ranking

For Administrative Use Only

For Administrative Use Only

7/2/2024

Funding Status

In Progress

Notes

Council Ranking

Division Retreat (5)

Resource Year

2024 - 2027

What resources do we already have?

Budget and time

What resources do you need?

Funding to lead retreat for process mapping for each area within student services and one retreat for SS Management

\$ Amount Requested

30,000

Resource Type

STAFF: Professional Development

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

This is necessary to assess workflows, processes, and propose changes to increase effectiveness and efficiency for staff and students

This request for my area is Priority #:

2

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

To support division efforts in equity, guided pathway, SSIPP and Standard of Care.

Council Ranking

16

Resource Requests

2025-26 Council Ranking

17

Student Satisfaction Survey

Resource Year

2024 - 2027

What resources do we already have?

SARS, Survey Monkey, etc.

What resources do you need?

Qualtrics or other Software specific for collecting student level survey data at POS.

\$ Amount Requested

Resource Type

ITEM: Technology

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.

Data collection to inform service delivery and student needs

This request for my area is Priority #:

3

Is this request

New

For Administrative Use Only

Funding Status

Completed/Funded

Notes

Completed - no cost

Council Ranking

6

2025-26 Council Ranking

For Administrative Use Only

For Administrative Use Only

7/2/2024

Funding Status

In Progress

Notes

Council Ranking

Software and Equipment for Media Production

Resource Year

2025 Update

What resources do we already have?

Currently have an annual subscription, one of the two video cameras previously requested

What resources do you need?

4/2/2026

Generated by Nuventive Improvement Platform

Page 37

Resource Requests

An additional lens for sports and group pictures (\$5,500), wireless mic system for digital and video camera (\$1000), tripod for digital camera (\$250), on-camera light panel (\$150), external hard drive for video editing (\$250), photo and video lights and stands (\$2000).

\$ Amount Requested

9,150

Resource Type

ITEM: Equipment, Services, Software, Furniture

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

To deliver an effective and efficient social media platform that interacts with students throughout their journey and connects them to need information, resources, and services throughout the campus.

This is a strategic delivery mode that is most effective and efficient in the communication format on Norco College social media. This is a sustainable awareness for students towards the goal of eliminating barriers to student success. In integrated towards building the bridge for departments to communicate their programs and services for students on social media.

Creating social media posts and utilizing social media platforms to showcase student life and the campus culture, including student activities, clubs, academic programs, services, and college events.

1. Assessed by social media metrics from Sprout Social (e.g. engagement, impressions, views, audience demographics, etc.)
2. Deploy social media platform that focuses on enrollment that is on-brand. Creating videos for YouTube channel, on the website, and on social media to inform students about college life, activities, their shared stories, academic journey, and college events.

Marketing campaigns showcase on the Third street marquee sign to distribute to the public for awareness.

This request for my area is Priority #:

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Council Ranking

2025-26 Council Ranking

3

Mapping

Educational Master Plan (2020-2025): undefined

- **2025 Objective 6.1 (Academic Affairs):** Establish and expand relationships with regional educational institutions (✓)

Administrative: Student Services: undefined

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

Resource Requests

NaBita Training

Resource Year

2025 Update

What resources do we already have?

N/A

What resources do you need?

Funding to pay for annual NaBita Training and Certification for members of the CARE Network. This would include Basic Behavioral Intervention, Structured Interviews for Violence Risk Assessment (SIVRA), Threat Management Rubric, and Case Management Best Practices.

\$ Amount Requested

20,000

Resource Type

STAFF: Professional Development

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

This request aligns with the Norco College Educational Master Plan (EMP) Goals by enhancing student support services and ensuring a safe and responsive campus environment. Specifically, it supports EMP Goal 5 (Student Support) by strengthening intervention strategies for students in crisis and fostering a sense of belonging. Additionally, it aligns with Equity Goals by ensuring the CARE team is adequately trained to address diverse student needs, particularly for disproportionately impacted populations.

From a program planning perspective, this request is critical for maintaining a proactive, student-centered approach to behavioral intervention. Without dedicated funding, the effectiveness of the CARE team may be limited, impacting the college's ability to respond to students in distress. Outcomes assessment data likely indicates that timely and informed interventions contribute to student persistence, retention, and overall well-being, further justifying the need for training investment.

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

New

For Administrative Use Only**Funding Status**

No Action-Insufficient funding

Notes**Council Ranking****2025-26 Council Ranking**

19

Sustained - Funding to support student employees/peer mentors

Resource Year

2025 Update

What resources do we already have?

FWS

What resources do you need?

ongoing budget

\$ Amount Requested

30,000

4/2/2026

Resource Requests

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.

Student workers provide peer to peer support during the entire life cycle of students during their time at Norco College. They support key areas including the Welcome Center, Outreach, Campus Tours, Phone Calls, etc. Expansion of services to Live Chat is planned; however, sustaining our existing student employee budget is needed, as they are currently funded through one-time funds.

Since enabling SARS and fully opening the Welcome Center in June 2024, the A&R SARS recorded 5,907 contacts for counter services including general questions, student IDs, password resets, residency, appeals, transcript submissions or verifications, registration assistance, and support for both new/returning students and high school students. During the same period, the SFS SARS recorded 3,850 contacts for counter services including general questions, FAFSA help, CADAA help, student employment inquiries, and SAP appeals. Combined, this represents 9,757 recorded contacts during the past nine months (6/12/24-3/13/25), and averages to 1,084 monthly contacts that should have passed through the Welcome Center (either through Peer Advisors, classified staff, or using the SARS-TRACK kiosk).

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

No Action-Insufficient funding

Notes

Council Ranking

2025-26 Council Ranking

3

Resources: Software and Equipment for Graphics and Media Production

Resource Year

2026 Update

What resources do we already have?

Equipment and software that is outdated and out of warranty

What resources do you need?

Resource Requests

To effectively support the communication and marketing needs of all departments at Norco College, the Media Production Specialist requires specialized equipment and software to produce high-quality graphics, photography, and video content for social media, advertising, and marketing initiatives.

The following resources are essential to maintain professional production standards and ensure consistent visual storytelling across the college's digital platforms:

Equipment

- " Mirrorless Camera with Lens and Accessories – \$5,800
- " Stage and Sports Lens – \$2,500
- " Action Camera Bundle – \$500
- " Sun Reflector – \$150
- " District Cell Phone (iPhone Pro Max) with Accessories – TBD

Software (Annual Subscriptions)

- " AVID Software – \$200 annually
- " SocialPilot – \$306 annually
- " Envato Elements – \$200 annually

The district-issued cell phone will be used for district-related business, including communication with vendors and district personnel. It will also be used to capture photos and videos for social media and other media-related activities.

\$ Amount Requested

10,000

Resource Type

ITEM: Equipment, Services, Software, Furniture

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

These tools allow the Media Production Specialist to capture high-quality photos and video, manage social media distribution, and create professional graphics and multimedia content that supports Norco College's outreach, recruitment, and community engagement efforts.

This request for my area is Priority #:

3

Is this request

Revised

For Administrative Use Only

Funding Status

Notes

Council Ranking

2025-26 Council Ranking

Mapping

Administrative: Student Services: undefined

- **Strategic - streamline workflows and processes for student-facing services** : Process map existing workflows for key processes within student services (✓)

Element 451 Funding

Resource Year

2026 Update

What resources do we already have?

District paid for initial 2 year contract

What resources do you need?

4/2/2026

Generated by Nuventive Improvement Platform

Page 41

Resource Requests

Ongoing budget

\$ Amount Requested

75,000

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.

Element 451 is the CRM and case management tool that will allow us to follow students through the educational journey at the college.

This request for my area is Priority #:

2

Is this request

New

For Administrative Use Only

Funding Status

Notes

Council Ranking

2025-26 Council Ranking

Staff

Resource Year

2026 Update

What resources do we already have?

NA

What resources do you need?

Application Specialist

\$ Amount Requested

162,599

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.

In order to realize the full capability of Element 451, SARS, and our other software packages, this position is needed to perform a variety of technical duties in support district and department-specific software applications; assists users with understanding and utilizing services and system capabilities; prepare technical documents and train users on all assigned software applications; troubleshoot and research basic problems and develop computer-generated reports.

This request for my area is Priority #:

1

Is this request

New

For Administrative Use Only

Funding Status

Notes

Council Ranking

4/2/2026

Resource Requests

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?

KPI data and other college level data. Student satisfaction survey information

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