NORCO COLLEGE ANNUAL ADMINISTRATIVE PROGRAM REVIEW

Unit: Library/Learning Resources (Library, Instructional Media Center, Learning Resource Center, Tutorial Services)

Please give the full title of your unit.

Contact Person: Damon Nance, Dean of Technology & Learning Resources
Due: AUGUST 29, 2014

Please send an electronic copy to your area Vice President

Form Last Revised: AUGUST 2014

Norco College

Web Resources: http://www.norcocollege.edu/about/president/strategic-planning/programreview/Pages/index.aspx

Annual Administrative Program Review Update
Instructions

The Annual Administrative Program Review is conducted by each unit and consists of an analysis of changes within the unit as well as significant new resource needs for staff, resources, facilities, and equipment. It should be **submitted** *or* **renewed every year** in anticipation of budget planning for the fiscal year, which begins July 1 of the *following* calendar year.

The questions on the subsequent pages are intended to assist you in planning for your unit.

The forms that follow are separated into pages for ease of distribution to relevant subcommittees. **Please keep the pages separated** if possible (though part of the same electronic file), **with the headers as they appear**, and be sure to include your unit, contact person (this may change from topic to topic) and date on each page submitted. Don't let formatting concerns slow you down. If you have difficulty with formatting, Nicole C. Ramirez can adjust the document for you. Simply add responses to those questions that apply and forward the document to nicole.ramirez@norcocollege.edu with a request to format it appropriately.

If you cannot identify in which category your requests belong or if you have complex-funding requests please schedule an appointment with your college's Vice President for Business Services right away. They will assist you with estimating the cost of your requests. It is vital to include cost estimates in your request forms. Each college uses its own prioritization system. Inquiries regarding that process should be directed to your Vice President.

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Mission

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

Vision

Norco – creating opportunities to transform our students and community for the dynamic challenges of tomorrow.

Goals and Strategies 2013-2018

Goal 1: Increase Student Achievement and Success

Objectives:
1. Improve transfer preparedness (completes 60 transferable units with a 2.0 GPA or higher).
2. Improve transfer rate by 10% over 5 years.
3. Increase the percentage of basic skills students who complete the basic skills pipeline by supporting the development of alternatives to traditional basic skills curriculum.
4. Improve persistence rates by 5% over 5 years (fall-spring; fall-fall).
5. Increase completion rate of degrees and certificates over 6 years.
6. Increase success and retention rates.
7. Increase percentage of students who complete 15 units, 30 units, 60 units.
8. Increase the percentage of students who begin addressing basic skills needs in their first year.
9. Decrease the success gap of students in online courses as compared to face-to-face instruction.
10. Increase course completion, certificate and degree completion, and transfer rates of underrepresented students.

Goal 2: Improve the Quality of Student Life

Objectives:
1. Increase student engagement (faculty and student interaction, active learning, student effort, support for learners).
2. Increase frequency of student participation in co-curricular activities.
3. Increase student satisfaction and importance ratings for student support services.
4. Increase the percentage of students who consider the college environment to be inclusive.
5. Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics.
6. Increase current students' awareness about college resources dedicated to student success.

Goal 3: Increase Student Access

Objectives:
1. Increase percentage of students who declare an educational goal.
2. Increase percentage of new students who develop an educational plan.
3. Increase percentage of continuing students who develop an educational plan.
4. Ensure the distribution of our student population is reflective of the communities we serve.
5. Reduce scheduling conflicts that negatively impact student completion of degrees and programs.

Goal 4: Create Effective Community Partnerships

Objectives:
1. Increase the number of students who participate in summer bridge programs or boot camps.
2. Increase the number of industry partners who participate in industry advisory council activities.
3. Increase the number of dollars available through scholarships for Norco College students.
4. Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.
5. Continue the success of Kennedy Partnership (percent of students 2.5 GPA+, number of students in co-curricular activities, number of students who are able to access courses; number of college units taken).
6. Increase community partnerships.
7. Increase institutional awareness of community partnerships.
8. Increase external funding sources which support college programs and initiatives.

Goal 5: Strengthen Student Learning

Objectives:
1. 100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.
2. Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.
3. Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.
4. Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.
5. Increase the number of faculty development workshops focusing on pedagogy each academic year.

Goal 6: Demonstrate Effective Planning Processes

Objectives:
1. Increase the use of data to enhance effective enrollment management strategies.
2. Systematically assess the effectiveness of strategic planning committees and councils.
3. Ensure that resource allocation is tied to planning.
4. Institutionalize the current Technology Plan.
5. Revise the Facilities Master Plan.

Goal 7: Strengthen Our Commitment To Our Employees

Objectives:
1. Provide professional development activities for all employees.
2. Increase the percentage of employees who consider the college environment to be inclusive.
3. Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.
4. Increase participation in events and celebrations related to inclusiveness.
5. Implement programs that support the safety, health, and wellness of our college community.

COLLEGE ADMINISTRATIVE UNIT ANNUAL REVIEW WORKSHEETS
DUE: AUGUST 29, 2014

Administrative Unit: Library/Learning Resources

Prepared by: Damon Nance, Dean of Technology & Learning Resources

Date: 8/29/2014

Submit only your Worksheets. **Do not alter the forms**, or eliminate pages. If a page does not apply simply mark N/A.

I. The Unit PROGRAM REVIEW

The Administrative (Unit Program Review) is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission or goals of Norco College and the Riverside Community College District.

1. **What is the mission of your unit?**
   To provide quality, effective, efficient and constantly improving library, informational, instructional technology, learning resource labs and tutorial services to all constituencies of our academic community.

Library Mission Statement:

As the heart of the academic experience at Norco College, the Wilfred J. Airey Library provides informational leadership, instruction, access to technology, and learning resources supporting the mission of the College; the development of lifelong information competency skills; and the overall success of the learning community.

IMC Mission Statement:

The Norco College Instructional Media Center serves the needs of the college community by providing innovative audiovisual technology and resources, along with instructional support and professional multimedia services that enhance student success and the educational mission of Norco College.

LRC Statement of Purpose:

The purpose of the Norco College Learning Resource Center (LRC) is to facilitate academic support services through instructional labs and tutorial support in various academic areas.

Tutorial Services Mission Statement:

Norco College Tutorial Services is committed to providing quality tutoring to assist students with the improvement of learning skills and understanding of their subject matter.

2. **Identify or outline how your unit serves the mission of Norco College.**
   Library/Learning Resources provides several key operational academic support services that actively and effectively serve the varied educational needs of students, faculty. staff, and community, contribute to the success of the institution, and uphold the overall mission of Norco College.

3. **List the major functions of your unit**.

Function
Provision of books, journals, electronic subscription resources, library reference instruction, student/public use computers, Library 1 Information Competency credit course, library skills instruction workshops, special topic library workshops, course reserve textbooks, study rooms/areas, and literary-themed events (Read 2 Succeed, Poetry Performance).
Provision and maintenance of audio/visual technology, instruction in audio/visual technology operation, instructional media design consultation and implementation, and video production services.
Provision of individualized and in-class assisted face-to-face tutorial sessions to students enrolled in various discipline areas to include and/or not limited to Math, English, Sciences and Technology courses. Walk-in Math Express and Writing Express tutoring services. Online tutoring service for all Norco College online and hybrid courses through a contract/partnership with NetTutor.
Provision of Learning Resource Center containing academic support assistance, student-use computers, study areas, Computer Information Systems (CIS) lab, and Game lab.

4. **Briefly comment on the status of your 2014 goals and objectives.** 1) Library services and resources were promoted throughout the year through presentations at student orientations, attendance of library staff at college/community events, *Library Resources for Faculty* workshops, Facebook and Twitter presence, and Read 2 Succeed and Poetry Performance events. Library space was reorganized to offer greater efficiency and effectiveness of services and resources for the college community. New furniture was purchased to provide increased comfort and practicality for those accessing the resources and services. 2) Library/Learning Resources team retreats were held in Summer 2013, Winter 2014, and Summer 2014 with positive feedback from participants. 3) Online library tutorials were discussed, but development was deferred due to staff availability limitations. 4) A new Tutorial Services Mission Statement was approved by Library Advisory Committee on May 27, 2014. 5) Norco College's portion of the Google Maps project

consisting of completed maps of our building's interiors has been created, revised and vetted through our strategic process. This work should be ready to submit to Google sometime in the Fall 2014 term.

5. **MAJOR Goals and <mark>Objectives 2014 – 2015</mark> (do not include normal functions of your unit). In order from 1 – 5 is best. With 1 as the most important.**
Before writing your goals and objectives be sure to review other Program/Unit Review documents related to your unit to discern if there are service needs you wish to address.

Major Goal and/or Objective	Start Date	Status: ongoing, completed, or date completion anticipated	Need Assistance in order to complete goal or objective (reference applicable resource request page)	EMP GOALS
1. Streamline and increase the efficiency of Tutorial Services	Fall 2014	Ongoing	N/A	1, 2, 3, 5
2. Expand student usage of NetTutor online tutoring service	Fall 2014	Ongoing	N/A	1, 2, 3, 5
3. Expand staff and faculty attendance at Read 2 Succeed events	Fall 2014	Ongoing	N/A	5, 7
4. Establish Norco College Library Partners (Library Support Group)	Fall 2014	Ongoing	N/A	2, 4
5. Promotion of Library Services and Resources, specifically to evening students and faculty. Establishment of a "Library Appreciation Day" open house	Spring 2015	Ongoing	N/A	1, 2, 3, 4, 5, 7

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Previous Year's Assessment

SAO Assessed:	Assessment method used:	What was your target or benchmark?	What were the results?	How do you anticipate using these results?
Assessment Center: Norco College Students will understand the level(s) necessary to attain college/transferable level courses in areas of English, math and reading.	Survey given	Post Assessment Test	100% of 900 students who completed the assessment selected the course they placed into and were made aware of the number of courses necessary to attain college/transferable level in areas of English, math and readingⅠ	A student's better understanding of the test results will help them progress through the college system at a more efficient pace and reduce retesting necessity.
Library: Students will access reference librarian instruction services more frequently as a result of being informed about positive correlation between library reference instruction services and success and retention rates.	Brief survey explaining previous assessment findings by library staff followed by short questionnaire/assessment	Fall 2013	290 more students accessed reference instruction librarian services during the 13/14 academic year (13.94% increase)Ⅰ	If library reference instruction service positively boosts student success and retention, then more usage of this service will contribute to even greater levels of student success and retention.

- **Reflective Question: What did you learn that will impact your unit for the future?**
  Norco College Assessment Center administered a post assessment test survey to 900 students chosen at random. Upon completion of their test, the students received a verbal explanation of their placements and information about "What's Next" to register from assessment center staff. They then were given the survey to assess their level of understanding of their placement scores. 100% of

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students who participated in the survey selected the course they placed into and were made aware of the number of courses necessary to attain college/transferable level in areas of English, math and reading! The knowledge of courses below college/transferable level will provide the student with a better understanding of the requirements for graduation and transfer.

The library provides a wealth of valuable academic and instructional resources and services to offer to students and faculty. Previous assessment of one of these services, library reference instruction at Norco College, indicates a positive correlation between reference librarian services and course outcomes (higher student grades and course retention rates). When informed with this finding in the Library Assessment Survey, most respondents indicated that they would be inclined to utilize these services in the future. In addition, as a result of the Library Assessment Survey distributed to students in Spring 2013 who were within the context of the library facility, library reference transactions showed a notable increase during the 2013 summer session. The same survey was distributed to 968 students outside of the context of the library through courses in various disciplines during Fall 2013. Again, a large majority of respondents indicated they would be inclined to use the highlighted library services in the future and library reference transactions showed another notable increase for the 2013/2014 academic year (See *Library Assessment Survey Results* and *Norco Reference Transactions Total,* Appendix 2 pp. 27-30). Based on data from this assessment, the library will continue efforts to promoting library resources and services to students and faculty, particularly to evening students and faculty. This is a major Library/Learning Resources Unit goal for 2014/2015 and addresses various aspects of Norco College Strategic Plan Goals 1, 2, 3, 4, 5 and 7. The promotion of library reference instruction services directly addresses strategic plan goal 1, objective 6 which reads: "Increase success and retention rates".

Action plans for promoting library services include: continuing to offer *Library Resources for Faculty* workshops; encouraging Library Advisory Committee members to actively advocate for library services and resources throughout their sphere of influence within the college community; developing a friends of the library group; adding "Library open early/open late" ad to campus digital signage; exploring the possibility of a lighted sign for the library entrance; providing library services bookmarks for evening instructors to hand out to their students; the and providing more presentations about library resources and services to college programs, cohorts and constituencies.
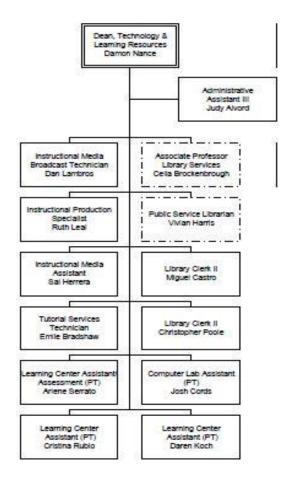
Directions: The primary purpose of this update is to provide an overview of your unit's assessment activities (plans, data, responses to data, etc.) for the previous academic year as well as your plans for assessment in the upcoming academic year. If you have any questions regarding the assessment process on this aspect of the report, please contact your vice president, or the Assessment Co-chairs, Sarah Burnett at sarah.burnett@norcocollege.edu or Greg Aycock at greg.aycock@norcocollege.edu. See Appendix 1 for more information about assessment.

Current year's assessment plan

SAO to be assessed:	What assessment methods do you plan to use?	When Will Assessment Be Conducted and Reviewed?	What result, target, or value will represent success at achieving this outcome?	How do you anticipate using the results from the assessment?	GOALS
The success rates of students utilizing Math 52 & Math 35 tutorial services will increase due to closer collaboration with faculty and the implementation of new tutor strategies.	Comparison of Math 52 & Math 35 tutee success rates with previous year's data.	Fall 2014 and Spring 2015 semesters	5% increase in the success rates of students accessing tutorial Math 52 & Math 35	Data will help us to measure and improve our effectiveness and tutoring methods.	1, 2, 3, 5
Increase the number of online and hybrid classes that have NetTutor enabled in Blackboard by conducting information outreach to online and hybrid faculty.	Open Campus report indicating which online/hybid courses have NetTutor enabled in Blackboard.	Fall 2014 and Spring 2015	90% of instructors will have NetTutor enabled in their online/hybrid courses.	This will help us to offer access to more students with the goal of increasing overall usage of NetTutor.	1, 2, 3, 5

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Provide the official Organizational Chart of your unit which includes all levels of services and positions. *If necessary, provide very brief narrative descriptions by numbering the chart and including a numbered list with clarifications on a subsequent page. The official chart can be obtained from Human Resources.*

If you wish make this an appendix item.

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                          │ Dean, Technology &   │
                          │ Learning Resources   │
                          │     Damon Nance       │
                          └──────────┬───────────┘
                                     │        ┌──────────────────────┐
                                     │        │   Administrative     │
                                     │        │   Assistant III      │
                                     │        │     Judy Alvord      │
                                     │        └──────────────────────┘
          ┌──────────────────────┐   │   ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
          │ Instructional Media  │   │     Associate Professor
          │ Broadcast Technician │   │   │ Library Services       │
          │     Dan Lambros      │   │     Celia Brockenbrough
          └──────────────────────┘   │   └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
          ┌──────────────────────┐   │   ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
          │ Instructional        │   │     Public Service Librarian
          │ Production Specialist│   │   │    Vivian Harris       │
          │      Ruth Leal       │   │
          └──────────────────────┘   │   └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
          ┌──────────────────────┐   │   ┌──────────────────────┐
          │ Instructional Media  │   │   │   Library Clerk II    │
          │     Assistant        │   │   │    Miguel Castro      │
          │     Sal Herrera      │   │   └──────────────────────┘
          └──────────────────────┘   │
          ┌──────────────────────┐   │   ┌──────────────────────┐
          │  Tutorial Services   │   │   │   Library Clerk II    │
          │     Technician       │   │   │  Christopher Poole    │
          │   Emile Bradshaw     │   │   └──────────────────────┘
          └──────────────────────┘   │
          ┌──────────────────────┐   │   ┌──────────────────────┐
          │Learning Center Assist│   │   │ Computer Lab Assistant│
          │  Assessment (PT)     │   │   │       (PT)            │
          │   Arlene Serrato     │   │   │     Josh Cords        │
          └──────────────────────┘   │   └──────────────────────┘
          ┌──────────────────────┐       ┌──────────────────────┐
          │  Learning Center     │       │  Learning Center      │
          │  Assistant (PT)      │       │  Assistant (PT)       │
          │   Cristina Rubio     │       │    Daren Koch         │
          └──────────────────────┘       └──────────────────────┘
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6. **Staffing Profile (Please indicate the number in terms of FTE. In other words a full time staff person is a 1, and a half time person is a .5)**

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed	
	2010	2011	2012	2013	2014		2015-2016	2016-2017
Administration	1	1	1	1	1		1	1
Classified Staff FT	4	6	6	6	7		9	9
Classified Staff PT	0	3	5	5	3		4	4
Confidential Staff FT	0	0	0	0	0		0	0
Faculty Reassigned FTE Full time	1	2	2	2	2		3	3
Faculty Reassigned FTE Part time	.5	.5	.5	.5	.5		1	1
Total Full Time Equivalent Staff	6.5	12.5	14.5	14.5	13.5		18	18

Cpmplete the Management and/or Staff request form that follow if new employees are needed.

*When filling out the form on the <u>next</u> page please **consider** the following in framing your"reason:"*

a. *Has the workload of your unit increased in recent years?*
b. *Has technology made it possible to do more work with the same staff? Or, has technology increased your work load (adding web features which need updating for example)?*
c. *Does the workload have significant peaks and valleys during the fiscal year that would be best filled by part time staff?*

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7. Staff Needs

NEW OR REPLACEMENT STAFF (Administrator, Faculty or Classified)[1]

List Staff Positions Needed for Academic Year 2014/2015 Place titles on list in order (rank) or importance.	Indicate (N) = New or (R) = Replacement	Annual TCP*	EMP/STRATEGIC GOALS
1. Tutorial Services Clerk Reason: Tutorial Services served approximately 1200 students through 4800 tutoring sessions during the 2013-2014 academic year. Tutorial Services employs approximately 8 FWS students that work 55 hours per week to address mandatory clerical duties. Tutorial Services needs FT clerical assistance with scheduling appointments, completing student timesheets, tracking funds, maintaining statistics, and other important clerical duties in order to increase the efficiency of the Norco College tutoring program which is critical to student success.	**(N)**	**$74,682**	**1, 2, 3, 5**
2. Learning Center Assistant (Permanent Part-Time) Tutorial Services Reason: The busy Tutorial Services department needs an LCA to assist with scheduling appointments, completing student timesheets, tracking funds, maintaining statistics, and other clerical duties in order to increase the efficiency of the Norco College tutoring program which is critical to student success.	**(N)**	**$15,763**	**1, 2, 3, 5**
3. Computer Laboratory Specialist Reason: The library has 59 student computer stations and 2 print stations (currently the library is looking to expand to 70 student computer stations). Students log in to library computers an average of over 13,000 times in each Fall and Spring semesters. The library needs a Computer Lab Specialist to support the overall operation of library computers, and to address the specific computing needs of students in the library. The open computer lab in the library is the only one existing throughout the campus and is an important element of academics, student success, and student life on campus.	**(N)**	**$84,547**	**1, 2, 3, 5**

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[1] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

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4. Library Operations Assistant Reason: Reason: An average of 23,700 customers per month come into the library. Library circulation desk clerical workload has increased dramatically in recent years, especially due to library reserve textbook program. Current library clerical staffing (one morning and one evening clerk) does not allow for absences due to vacation, illness, etc. Library dependent on increased numbers of FWS student workers to meet workload requirements (an average of 14 FWS students in Fall & Spring).	**(N)**	**$79,614**	**1, 2, 3**
5. Switch categorical funded portion of Administrative Assistant III salary to general fund Reason: Current Admin Asst. supports both the Office of Technology and Learning Resources, and the Office of Institutional Effectiveness. This is a critically important position that supports ALL EMP goals and needs to move to 100% general fund	**(N/A)**	**$48,000**	**1, 2, 3, 4, 5, 6, 7**
6. Reason:			

* TCP = "Total Cost of Position" for one year is the cost of an average salary plus benefits for an individual. Use space for language or linking resources to assessment.

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8. Equipment (including technology) Needs <u>Not</u> Covered by Current Budget[2]

List Equipment or Equipment Repair & Technology Needed for **Academic Year 2014/2015** **Please be as specific and as brief as possible.** Place items on list in order (rank) or importance.	Annual TCO**			
	Cost per item	Number Requested	Total Cost of Request	EMP/STRATEGIC GOALS
1. New Student Computer Stations Reason: Library has reorganized available space to comfortably house eleven additional student computer stations. More library computers are needed to accommodate the average usage of 13,000 logins by students each fall and spring semester.		11	$10,500	1, 2, 3, 5
2. Replacement of Library Gate Detection System Reason: Existing gate detection system is old (1996) and prone to failure. Maintenance cost is increasing. It does not allow enough clearance space to be ADA compliant. An average of 23,700 students per month pass through the current gates.			$48,000	1, 2, 3, 5
3. Video Production Software Reason: Standard video production software is required to support graphics, music, effects and closed captioning for college video projects.			$3000	1, 5, 7
4. HD Camcorder for Video Production Reason: Current camera equipment is outdated and out of warranty. Updated camera is required to meet current video recording standards.			$8,500	1, 5, 7
5. Teleprompter Kit w/IPAD for Video Production Reason: To provide script reading assistance for faculty, staff & students who are participating in a video production project.			$2,000	1, 5, 7
6. Digital Still Photo Camera Kit Reason: To capture still photos of campus events/activities for graphic, archival and evidence purposes.			$4,500	1, 5, 7
7. Boompole Microphone Kit for Video Production Reason: To provide adequate audio pickup during filming of video projects.			$2,000	1, 5, 7

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[2] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

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8. Audio and Visual System for West End Quad Reason: Existing A/V equipment and cabling is out of date and replacement parts are increasing in price and decreasing in availability.			$60,000	1, 2, 5
9. Audio and Visual System for Applied Technology & CACT Reason: Existing A/V equipment and cabling is out of date and replacement parts are increasing in price and decreasing in availability.			$80,000	1, 2, 5
10. Audio and Visual System for Theater 101 Reason: Existing A/V equipment and cabling is out of date and replacement parts are increasing in price and decreasing in availability.			$85,000	1, 2, 5
11. Replacement Projectors for Industrial Technology Classrooms Reason: Projectors are approaching end of life cycle date and replacement lamp price is increasing.	2400	25	$60,000	1, 2, 3, 5
12. Streaming Media Server Reason: Norco College currently resides on a media server provided by RCC. RCC handles all three colleges streaming media, and internet bandwidth is increasingly a problem for our streaming content.			$30,000	1, 2, 3, 5

** TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year.

9. **Space Needs Not Covered by Current Building or Remodeling Projects*[3]**

List Space Needs for Academic Year_____ **(Office space, storage, etc.,)** Place items on list in order (rank) or importance.	**Annual TCO*** Total Cost of Request
1. Reason:	
2. Reason:	
3. Reason:	
4. Reason:	
5. Reason:	
6. Reason:	

*Please contact your campus VP of Business or your Director of Facilities, Operations and Maintenance to obtain an accurate cost estimate and to learn if the facilities you need are already in the planning stages.

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[3] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

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10. **Professional or Organizational Development Needs*[4]**

List Professional Development Needs. Reasons might include in response to assessment findings or the need to update skills to comply with state, federal, professional organization requirements or the need to update skills/competencies. Please be as specific and as brief as possible. Some items may not have a direct cost, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.	**Annual TCO**		
	Cost per item	Number Requested	Total Cost of Request
1. Reason:			
2. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

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[4] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

11. **OTHER NEEDS[5]**

List Other Needs that you are certain do not fit elsewhere. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
1. Tutorial Services Tutoring Budget Increase Reason: Tutorial services currently maximizes the use of available General, FWS and categorical funding to support tutoring to students. FWS provided 40% of tutoring funds in 13/14 to serve 1200 students through 4800 tutoring sessions. More general fund budget is needed to effectively serve needs for student success.			**$8,500 permanent increase**
2. Lynda.com Technology Training Database Subscription Renewal (3-year) Reason: Current subscription will expire on June 30, 2015. Provides technology training to faculty, staff and students addressing goals 1 and 4 of the Norco College Technology Strategic Plan.			**$69,000.00 (3-year) or $25,000 (1-year)**
3. Library Lighting Refurbishment Reason: The library lighting (2nd Floor) is insufficient for reading, studying and library-based academic activities. New LED lighting will be maintenance free for 25 years; provide huge energy savings/cooler operation; and be sufficiently brighter than current lighting.			**$190,000**
4. Read 2 Succeed College Wide Reading Program Funding Reason: Nearly 600 students, faculty, staff and community members attended Read 2 Succeed programs in 2013-2014. ACCJC gave the library a commendation for this program.			**$12,000/year**
5. IMC Lamp Replacement Budget Increase Reason: With the additions of Industrial Technology Building, Secondary Effects and Center for Student Success, IMC is in need of a budget increase for projector lamps and replacement parts/cabling.			**$5,000 permanent increase**

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[5] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

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	Fiscal Year Needed	Number Requested	Total Cost of Request
6. Reason:			

Unit Name: _____

12. **Long Term Planning Needs[6]**

If your unit anticipates significant additional needs for personnel, equipment or facilities will occur two to five years from now please list those here*	Fiscal Year Needed	Number Requested	Total Cost of Request
1. Reason:			
2. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			

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[6] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

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6. Reason:			

Significant needs are generally those with annual costs over $20,000. They may be the result, for example, of institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.

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Assessment

Why Administrative Units Conduct Assessments: Research indicates that collecting and analyzing evidence leads to improvement of institutional or unit level effectiveness. In addition it:

- Ensures units are examining their services and programs
- Documents outcomes assessment and internal improvement efforts
- Allows each unit to demonstrate how well it is performing
- Allows for requesting resources
- Relies on fact, not perception
- Allows unit staff to prioritize improvements.

Steps to Developing Assessment Plans & Reports

1. **Unit develops measurable Service Area Outcomes (SAO).** An SAO is a "specific statement that describes the benefit that a [unit] hopes to achieve or the impact [. . .] that is a result of the work that your unit performs. Outcomes should be:
   - Challenging but attainable"
   - Articulate what the unit wants to achieve
   - Indicate end results for the unit rather than actions
   - Relate to the unit's mission and vision
   - Focus on the benefit to the recipient of the service
   - Be stable over a number of years. If it is time dependent, it is most likely a goal not an outcome; and
   - Be measurable and directly related to the work of your unit.[7]

   Stems for writing outcomes can include:
   - "In support of student learning, staff will _____"
   - "Students are aware of _____"
   - "Administrators (or staff) have the _____"

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[7] Source: The American University in Cairo. "A guide to developing and implementing effective outcomes assessment: Academic support and administrative units." December 1, 2007. Retrieved on the internet at http://ipart.aucegypt.edu

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2. **Unit defines how it will assess progress (non-evaluative) towards the outcomes.** The unit might consider taking an inventory of current tools being used. For example:
   - What information is being collected already?
   - What assessment are you already using?

   Methods that can be used to measure progress include, for example:
   - Student satisfaction surveys
   - Number and type of complaints
   - Growth in a specific function
   - Comparisons to professional organizations' best practices
   - Focus groups
   - Opinion surveys
   - Time to complete a task

3. **Unit completes the assessment plan and carries out the assessment**. In order to ensure the plan is completed:
   - Designate a coordinator for the assessment project and/or assign responsibility for individual components.
   - Develop a timeline indicating when work will be collected, results tabulated, analysis completed, and subsequent dialogues.

   Unit gathers information, analyzes results, communicates findings, and takes action. This step is important as it is used to identify changes needed to improve efficiency, effectiveness, and unit performance. It should also be applied to for planning and budgeting and resource allocation requests (short term and long term). Ultimately it may be tied to the institution's ability to achieve its mission.

Library Assessment Survey:

Wilfred J. Airey Library Norco College

Two <u>important</u> facts about your library:

1) *Data gathered at Norco College Library during the past several semesters shows that students who consult the Norco College Reference Librarians for assistance have earned higher grades and were significantly more successful in the completion of their courses!*

2) *The Norco College Library offers 24 hour 7 days-a-week online Reference Librarian service available through our webpage at* <u>http://library.rcc.edu/norco/</u>*. This service allows students to chat with a live Reference Librarian around the clock including weekends and holidays!*

Please take a moment to complete the following questionnaire regarding Norco College Library reference services:

1. Before reading the above statement, were you aware that students who use the face to face Reference Librarian services at Norco College on average got better grades and were more successful in the completion of courses compared to their peers?
   (A) Yes   (B) No

2. Will this information prompt you to use the Norco College Reference Librarian face to face services more frequently?
   (A) Yes   (B) No

3. Before reading the above statement, were you aware that Norco College offers 24/7 online live Reference Librarian assistance?
   (A) Yes   (B) No

4. Will this information prompt you to use the Norco College 24/7 online live Reference Librarian assistance?
   (A) Yes   (B) No

Thank you for your input! Together we can improve services to our overall learning community!

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Library Assessment Survey Results:

Data Collection Item Analysis Report — Forms Scanned: 968

Proctor:

Session Name: Library Survey Fall 2013

Session Date: Friday, December 06, 2013

Most popular responses are shown in bold and italics

	A	B	C	D	E
Q1	A (30%)	***B (70%)***	C (1, 0.10%)	D (0, 0.00%)	E (0, 0.00%)
Q2	***A (73%)***	B (27%)	C (0, 0.00%)	D (0, 0.00%)	E (0, 0.00%)
Q3	A (30%)	***B (70%)***	C (5, 0.52%)	D (0, 0.00%)	E (0, 0.00%)
Q4	***A (75%)***	B (25%)	C (1, 0.10%)	D (0, 0.00%)	E (0, 0.00%)

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Norco Reference Transactions Total
August 2012 - July 2013

	Directional	Reference	Telephone	Machines	Tours	Orient.	#
August 2012	61	79	23	82			
September 2012	173	225	52	329		1	6
October 2012	115	301	51	280		4	36
November 2012	143	271	44	209		2	15
December 2013	122	85	21	100		1	10
January 2013	24	98	25	62	1	4	47
February 2013	139	186	49	151		2	19
March 2013	116	210	56	142		5	43
April 2013	65	129	47	98		2	20
May 2013	63	205	50	117		3	19
June 2013	31	91	28	44		1	7
July 2013	75	201	61	40			
Total	**1127**	**2081**	**507**	**1654**	**1**	**25**	**222**

Norco Reference Transactions Total
August 2013 - July 2014

	Directional	Reference	Telephone	Machines	Tours	Orient.	#
August 2013	131	148	10	62		1	10
September 2013	266	365	48	308		5	60
October 2013	159	371	69	335		6	65
November 2013	141	232	43	206		2	20
December 2013	90	102	34	110			
January 2014	63	113	34	73		3	23
February 2014	136	200	42	118		2	24
March 2014	161	199	25	198		1	15
April 2014	101	190	31	113		3	38
May 2014	114	134	34	146		5	62
June 2014	51	79	30	69			
July 2014	66	238	12	110	1	4	33
Total	**1479**	**2371**	**412**	**1848**	**1**	**32**	**350**

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