NORCO COLLEGE ANNUAL ADMINISTRATIVE PROGRAM REVIEW

Unit:_Student Services_____

Please give the full title of your unit.

Contact Person: _Monica Green/Koji Uesugi/Mark DeAsis/Dimitrios Synodinos/Daniela McCarson__

Due: AUGUST 31, 2015

Please send an electronic copy to your area Vice President

Form Last Revised: AUGUST 2015

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.

The college has adopted a Total Cost of Ownership calculator for the use of determining cost of faculty, personnel and other needs related to a department or program. The calculator is located under the Office of the Vice President, Business Services, as "Total Cost of Ownership (TCO) Spreadsheet" at the following link: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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.

Educational Master Plan/Strategic Goals and Objectives 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 31, 2015

Administrative Unit: _Student Services_____

Prepared by: _Monica Green, Koji Uesugi, Mark DeAsis, Dimitrios Synodinos, Daniela McCarson__

Date: __August 18, 2015_____

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?**

   Student Services professionals at Norco College are committed to empowering our students by enhancing their personal and educational achievement through comprehensive programs and services. Student Services is dedicated to educating, serving, supporting, and promoting student success for a diverse community of learners in a student-centered environment.

2. **Identify or outline how your unit serves the mission of Norco College.** *Please limit to a single paragraph.*

   Student Services leads strategic planning efforts for a myriad of student services divisions committed to ongoing evaluation and improvement of services for a diverse, multi-cultural community of learners. The array of student services programs and services

provides comprehensive support for student access, learning, and success. Student Services fosters a collaborative environment with academic and educational programs, learning services, and other departments to promote a holistic approach to educate a diverse community of learners. Student Services provides leadership and support in the areas of: Admissions & Records, Assessment, Associated Students of Norco College, Athletics, CalWORKs, Career & Job Placement, Cashier, Counseling, Disability Resource Center, Evaluations, Extended Opportunity Programs & Services (EOPS/CARE), Foster Youth, Health Services, High School Concurrent Enrollment, JFK Middle College High School, Outreach, Puente, Student Employment, Student Life, Student Financial Services, Student Success & Support Program (SSSP), Student Support Services (SSS), SSS-RISE, the Talented Tenth Program (T3p), Transfer, Upward Bound, Veterans and other campus student support service programs.

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

Function
Facilitate the strategic planning process for Norco Student Services to ensure equitable resource allocation for Student Services units and initiatives.
Create a culture of continued dialogue and action pertaining to program review and outcomes assessment within all areas of Student Services.
Foster the development of programs and staff to support services geared to serve a diverse, multi-cultural community of learners.
Provide leadership in various committees and initiatives that promote and increase student equity and success – Summer Advantage, Commencement, JFK Middle College High School, Student Services Planning Council, Student Success Committee, and Foster Youth Success Committee.
Actively engage in District, statewide and regional committees, and initiatives to effectively support Norco College's mission.

Facilitate an effective Standards of Student Conduct process to support a safe and healthy learning environment for all students.
Ensure high satisfactory levels among staff and students in all student services areas.

4. **Briefly comment on the status of your 2015 goals and objectives.**

Through the years, the student services administrative team consistently achieved our annuals goals. One fundamental purpose of the administrative unit program review is to advocate for resources, especially for the initiatives and committees without designated budgets. Over this last year, we were granted two new positions from the prior year, the Applications Support Technician (AST) from general funds and an Educational Advisor from SSSP funds. In addition, the Director of Equity Programs was filled through the shifting of responsibilities to an existing associate dean.

To address goal #1 (improving assessment practices in all Student Services areas), the program review template was revised to better link each assessment outcome with our college mission statement. In addition, the program review timeline was modified to include an additional administrative team review in the spring.

To address goal #2 (participate in college-wide response to legal and regulatory changes), the administrative team has been engaged within the institution as we developed our Student Equity plan, Student Success & Support Program plan, and ensuring Title IX compliance.

To address goal #3 (ensure all personnel are engaging in strategic planning), the administrative team reviews and modifies in the fall the Student Services Staff-Committee Membership. Committee membership is reviewed to ensure wide spread strategic planning participation among Student Services team members. The membership list is reviewed with all of the Student Services managers to ensure accuracy.

To address goal #4 (actively engage in community), the administrative team is active in the following areas: concurrent enrollment, new JFK grant, EOPS Advisory Committee, Foster Youth grant, host for Chamber of Commerce's Education Day, annual Speech Meet, and Summer Advantage.

To address goal #5 (staff professional development), student services managers encourage staff development by including at least one measurable performance goal related to professional development as well as facilitate an annual staff retreat. In addition, many staff members are afforded the opportunity to participate in campus-wide, statewide, and other off-campus professional development workshops and trainings.

5. **MAJOR Goals and <mark>Objectives 2015 – 2016</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. Continue developing and improving assessment practices of all Student Services units in the annual Program Review.	2004	Ongoing	n/a	5.1 – 5.3
2. Participate in College-wide response to legal and regulatory changes affecting the College, such as the Student Success and Support Program (SSSP).	7/2012	Ongoing	n/a	1.3, 2.1, 3.1 – 3.4 4.1, 4.6
3. Ensure Student Services personnel are represented and actively participating in all aspects of Strategic Planning.	2010	Ongoing	n/a	6.1 – 6.5
4. Actively engage in developing and maintaining key partnerships with local community organizations and agencies.	2010	Ongoing	n/a	4.1, 4.5-4.8
5. Maintain high levels of staff satisfaction and encourage Student Services staff to participate in professional development opportunities.	6/2011	Ongoing	n/a	7.1 – 7.5

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?
Student Services staff satisfaction levels measured.	Electronic survey method Administered survey in the fall and conducted a dialogue about the results in the spring.	80% satisfaction within distinct satisfaction variables	80% response rate of student services personnel (49 of 61) Satisfaction determined within six distinct variables: 1. Personal Satisfaction – 96% 2. Building Relationships/ Interpersonal Skills – 93% 3. Diversity & Respect – 98% 4. Communication – 92% 5. Development of Self & Others – 94% 6. Quality Service – 98% **(See Appendix I, pages 24-31 for survey results)**	Goal met. A review of the results and group dialogue occurred at a spring student services retreat. While satisfaction levels were high in all areas, we sought to address slightly lower results in the areas of communication and interpersonal relationships through professional development training during the retreat. These results serve as satisfaction level benchmarks. As a part of our ongoing commitment to our staff, we will conduct satisfaction surveys every three years.
Student Services assessment are linked directly with the college mission statement.	The assessment rubric criteria includes the linking of each outcome with the college mission statement. A revision of the program review template and assessment rubric occurred in the fall. The evaluation occurred in the spring.	100% of outcomes will be linked with the college mission statement.	All but 5 of the 20 student services areas linked all their outcomes with the college mission statement. This constitutes 75% (64 of 85) of the outcomes that provided an explanation of how it is linked with the college mission. **(See Appendix II, page 32 for results by service area)**	Goal not met as 100% of all 85 outcomes within 20 service areas did not link with the college mission statement. As a result, this variable will be reviewed by this administrative unit following the fall peer review process to ensure that 100% of our 2015-2016 outcomes are linked with the college mission statement.

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- **Reflective Question: What did you learn that will impact your unit for the future?**

       With the implementation of the staff satisfaction survey, we now have a satisfaction benchmark for Student Services. While the levels of satisfaction levels were higher than anticipated, we discovered opportunities for growth in the areas of communication and interpersonal relationships. As a result, the management team will find opportunities to address these growth areas throughout the year. Student Services intends on embedding a regular assessment of the staff climate on a three year cycle that will be included into our program review timeline.

       The goal of linking the department-level assessment outcomes to the college mission statement provided each department in Student Services the opportunity to reassess their service area objectives to ensure they were aligned with the mission of the college. While the outcomes did not reflect meeting the 100% target, the process of each program leader analyzing whether each outcomes is linked with our college mission is valuable and relevant. In an effort to meet our target of 100%, our administrative team will thoroughly review the peer review assessment plan checklist in the fall prior to the completion of the process. In addition, the administrative team will review the outcome of the peer review process on or about December 18 to ensure the 100% target is met. In areas that are not met, individual meetings with the program leads will occur.

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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?	EMP GOALS
Student satisfaction will be measured.	Electronic and hard-copy survey methods	The survey will be developed in the fall and administered by the various student service areas by the spring. Dialogue about the results will take place in the spring at a student services all-staff meeting.	80% satisfaction within variables under our *EMP Goal 2: Improve the Quality of Student Life*, focusing particularly on Objectives 3 and 6.	Student Services aspires to maintain high levels of customer service satisfaction across all areas. The results of the survey will either affirm our expected high levels of satisfaction or provide us with areas of growth to work on in the upcoming year.	2.3 & 2.6
Student Services assessment outcomes will be linked directly with the college mission statement.	The assessment criteria includes the linking of each outcome with the college mission statement. A revision of the program review template and assessment rubric occurred last year.	Following the fall peer review, the administrative team will review each rubric to ensure that each area is linking outcomes with the college mission statement.	100% of outcomes will be linked with the college mission statement. In 2014-2015, 75% of outcomes were linked with the college mission statement.	After this next cycle of linking outcomes to the mission statement, administrative team intends to work with the units to analyze the overall effectiveness of our Student Services department.	5.1-5.3

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Norco College
Student Services

Vice President
Dr. Monica Green

Administrative Assistant IV
Tanya Wilson

Director, Upward Bound (AUSD / CNUSD Centennial)
Eva Amezola

- Student Success Specialist
  Gabriela Ramirez
- Outreach Specialist, Upward Bound (PT)
  Vacant
- Grants Administrative Specialist (PT)
  Bernice Delgado

Director, Upward Bound (CNUSD Corona)
Miriam Alonso

- Outreach Specialist, Upward Bound (PT)
  Vacant

Dean, Student Life
Dimitrios Synodinos (Int)

- Administrative Assistant III (PT)
  Angel Lizardi
- Director, Health Services
  Lisa McAllister
- Medical Office Receptionist (PT)
  Monique Rodriguez
- Professional Medical Personnel Contract
- Student Employment Specialist
  Carmen Parra
- Coordinator, Student Activities
  John Moore (Int)

Assistant Dean, CalWORKs and Special Funded Programs
Daniela McCarson

- Administrative Assistant II
  Gabriela Lemus
- Outreach Specialist (PT)
  Bonnie Langley
- Program Director SSS/RISE
  Hortencia Cuevas
- Educational Advisor (PT)
  Vacant
- Grants Administrative Specialist
  Monica Esparza

Dean, Student Services
Dr. Koji Uesugi

Administrative Assistant III, Tricia Hodawanus	Student Success and Support Program Assistant, Patti Brusca
Senior Interpreter, Elise Rodriguez	Educational Advisor, Transfer Center, Natalie Aceves
Disability Specialist, Leona Crawford	Educational Advisor, Counseling, Vacant
Disability Specialist, Keith Coleman	Counseling Clerk III, Cynthia Acosta
Administrative Assistant II, EOPS (PT), Ruth Jones-Santos	Counseling Clerk II, Rita Perez
Educational Advisor, EOPS (PT), Steven Gonzalez	Counseling Clerk II (PT), Tabitha Montoya
Placement Coordinator, Lilia Garcia	College Receptionist, Counseling (PT), Vacant
Learning Center Assistant, Assessment (PT), Alain Joachin	Learning Center Assistant, Assessment (PT), Stephanie Olguin

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Dean, Admissions and Records
Mark DeAsis

Student Services Specialist (PT), Shazna Uduman	Student Services Specialist, Vanessa Acosta
Student Services Technician, Alicia Montemayor	Veterans Services Specialist, Eric Betancourt
Admissions & Records Operations Assistant (PT), Jackie Warren	Admissions & Records Operations Assistant (PT), Shadon Sanders
Admissions & Records Operations Assistant (PT), Lauren Agamaite	Assistant Cashier/Clerk (PT), Jennifer Valencia
Academic Evaluations Specialist, Pam Kollar	Academic Evaluations Specialist, Vacant
Academic Evaluations Specialist (PT), Jeanne Darnell-Wallace	Academic Evaluations Specialist (PT), Arlene Serrato

Applications Support Technician
William Diehl

Director, Student Financial Services
Maria Gonzalez

- Administrative Assistant II (PT)
  Sheri Cologgi
- SFS Analyst
  Sandra Martinez
- SFS Analyst
  Leticia Martinez
- SFS Account Specialist
  Nelya Parada
- Customer Service Clerk (PT)
  Brizedia Castro
- Customer Service Clerk (PT)
  Angela Grimsby

- EOPS Counselor, Susanna Galvez
- Counselor, Jethro Midgett
- DRC Counselor, Kimberly Bell
- Counselor, Dr. Zina Chacon
- Counselor, Nick Franco
- Counselor, David Payan
- Counselor, Marissa Iliscupidez
- Counselor, Ladylyn Dominguez
- Counselor, Mejghan Ahmadi
- Counselor, John Moore

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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	
	2011	2012	2013	2014	2015		2016-2017	2017-2018
Administration	1	2	2	2	2		2	2
Classified Staff FT	2	2	2	2	2		9	9
Classified Staff PT								
Confidential Staff FT								
Faculty Reassigned FTE Full time								
Faculty Reassigned FTE Part time								
Total Full Time Equivalent Staff								

Complete 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?*

7. **Staff Needs**

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

List Staff Positions Needed for Academic Year 2015-2016 Place titles on list in order (rank) or importance.	Indicate (N) = New or (R) = Replacement	Annual TCO*	EMP GOALS
1. Administrative Assistant III (G): Dean of A&R Reason: Dean oversees Admissions & Records, Veterans, Cashier's Office, Evaluations, JFK enrollment and middle college grant, high school concurrent enrollment, athletic eligibility, and all special enrollments associated with college grants and initiatives. Without an administrative assistant, manager either spends the time on secretarial tasks (thus impacting their effectiveness in other areas) or the manager must utilize administrative assistance from the Office of the Vice President of Student Services (thus impacting the workload and efficiency of another office).	N	$ 79,614	Goals 1-5
2. Administrative Assistant III (G): Increase hours to FT– Interim Dean of Student Life Reason: Dean oversees student discipline, athletics, student government, student clubs and organizations, Health Services, Career & Job Placement Services, Student Employment, scholarships, and various events on campus including Commencement. Currently, there is a 19 hour AAIII position assigned to the Interim Dean of Student Life; manager either spends the time on secretarial tasks (thus impacting their effectiveness in other areas) or the manager must utilize administrative assistance from the Office of the Vice President of Student Services (thus impacting the workload and efficiency of another office).	N	$60,608	Goals 1-5
3. Director, DRC (Disability Resource Center) Reason: The DRC continues to see increases in the number of students it serves and complexity of issues resulting from their disabilities. For example, Norco College has a growing population of students on the Autism Spectrum Disorder (ASD) and those with psychological disorders. Meeting the accommodation needs of these students requires specialized training of staff, raising awareness among faculty and staff, and working more closely with parents and disability advocates. DSPS as a program is also in the midst of a statewide Title 5 regulation revision process that will bring significant changes to DSPS/DRC operations at all 113 community colleges. In addition, with funding restored to its highest level since the 40% reduction in 2009, we have added technology	N	$140,557	Goals 1-5

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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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and hired a senior interpreter to meet our students' needs. With significant growth of the program, demands to meet the complex nature of our student population, and maintaining compliance to state and federal laws and policies, the DRC requires a full-time director dedicated to the department. The DRC categorical funding alone cannot support a full-time director position so general fund support is necessary. The general funds required to support this position is approximately $41,000.			
4. EOPS/CARE Assistant Director (Job Description needed; salary estimated Grade S, Step 1) <u>Reason:</u> A full-time assistant director is necessary to meet the increasing demands of Norco College's economically and educationally disadvantaged population. Since its launch in 2010, the EOPS program has gone from serving approximately 140 students to over 320 students annually. EOPS students consistently demonstrate significantly higher success rates than their counterparts even though the students face numerous financial and social challenges. With the increase in the state allocation for EOPS and CARE, our program will seek to finally bring the staffing level to full-time to effectively serve its students. However, the categorical funding alone cannot sustain the salary/benefits for a full-time EOPS/CARE administrator, which is a requirement for a program of this size. The EOPS/CARE Assistant Director would oversee all of the daily programming components, lead outreach efforts, assist the director with budget decisions, supervise staff, and collaborate with the area dean and counselor to support student needs. The general funds required to support this position is approximately $60,000.	**N**	**$98,712**	**Goals 1-5**
5. Enrollment Services Coordinator (Job Description needed; salary estimated Grade O, Step 1) <u>Reason:</u> As Norco College continues to create new college programs, there is a need to provide additional support in Admissions and Records in order to provide adequate services to the general student population. While the Dean of A&R is responsible for several areas, it is important to invest in a lead A&R staff who will be responsible for the daily activities within the department for stability and coordination. This position will be responsible for coordinating work schedules, training, support for special programs, and assisting in the absence of the dean. Within the last few years, existing staffing levels in Admissions and Records continue to support new programs including Summer Advantage, Workforce Investment Act, Chaffey and CNUSD High School agreement, International Rectifier, and special enrollment accommodations for programs including Electrician Apprenticeship, Automated Systems Technician, CNC Programming, and other college initiatives.	**N**	**$96,245**	**Goals 1-5**
6. Foster Youth Specialist (Job Description needed; salary estimated Grade K, Step 1) <u>Reason:</u> The California Community College systems annually enrolls over 9,000 foster youth and Riverside County is home to the third largest population of foster youth in the state. In response to the ongoing needs of foster youth in post-secondary institutions, Norco College has made	**N**	**$84,547**	**Goals 1-5**

significant efforts to support this population without dedicated resources since 2011. With the increased attention to better serve this population through the Student Equity Plan and legislative support behind Senate Bill 1023, it is critical for the College to provide dedicated staffing and other resources to support foster youth. The Foster Youth Specialist's role would be to support the daily operations of outreaching, recruiting, and providing academic and personal support for prospective and current foster youth at Norco College.			
7. .625 CalWORKs Specialist (I): Asst. Dean, CalWORKs, SPF (Release CW Funds) Reason: Student Employment is an institutional responsibility, therefore would like to request that the 33.5% salary support provided to the Student Employment Specialist from the CalWORKs budget be released in order to hire a .625% CalWORKs Specialist (25 hours/week) to provide direct services to students in the program. Asking for the general fund budget to absorb the Student Employment Specialist that CalWORKs currently supports in order to release funds for a much needed position in the program. (Cost of position at.625%=$49,759. 33.5% Savings=34,044, thus need $15,715 to cover difference.	N	$49,759	Goals 1-5

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

TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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Equipment (including technology) Needs Not Covered by Current Budget[2]

List Equipment or Equipment Repair & Technology Needed for Academic Year 15-16___ 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 Ownership	EMP GOALS
1. Surveillance Cameras – Student Services areas Reason: Need to secure areas from theft and/or misconduct. Estimate $2,000 per area; 16 areas.	**$2,000**	**16**	**$32,000**	**Goal 7**
2. Queuing System – Student Services Reason: This is to support students waiting for services allowing them the opportunity to not have to wait in lines for service.	**$10,000**	**1**	**$10,000**	**Goal 2**
3. Electronic Timesheets Reason: Electronic timesheets for student employment will address the need for more staff in this area as well as payroll; time savings from a few days of manual labor to a few hours; all-encompassing from job posting to hiring to payroll; better restrictions to reduce violations of conditions of employment; supervisors able to see budgets their students are hired under; FWS balance tracking built in; customizable to meet our district needs. Multi-school discount: Year 1 $43,500, Subsequent years $39,000 (district wide expense – Norco's portion est. at 23%)	**$10,005**	**1**	**$10,005**	**Goal 2**
4. All-in-One Desktop for Staff Reason: The all-in-one computer utilized by the administrative assistant in the Dean of Student Services Office was not replaced during the secondary effects project so it has run its course and experiencing technical issues. Given the wide range of projects and daily tasks that are assigned to support this office, an all-in-one desktop with a 27" monitor replacement is requested.	**$2,000**	**1**	**$2,000**	**Goal 7**
5. Surface Pro 3 with keyboard cover Reason: The administrative assistant for the Dean of Student Services Office engages in various tasks that take place outside of the office, including taking meeting minutes, researching information, scheduling meetings for the dean and	**$1,429**	**1**	**$1,429**	**Goal 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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other staff, etc. In order to accomplish these tasks effectively, a tablet such as the Surface Pro 3 and keyboard cover, which is already being used by a number of college employees, is requested to accomplish the above stated tasks.				

** TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year.
TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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

List Space Needs for Academic Year 2015-2016 ** **(Office space, storage, etc.,) Place items on list in order (rank) or importance.	**Annual TCO*** Total Cost of Ownership
1. Office Space – Director, DRC Reason: Due to compliance needs, the college will need a Director of DRC. The current space allotted for DRC does not support a private director's office.	**Unknown**
2. Office Space – Assistant Director, EOPS/CARE Reason: Due to compliance needs, the college will need a Director of EOPS/CARE. The current space allotted for EOPS/CARE does not support a private director's office.	**Unknown**
3. Norco College Amphitheater Cover Reason: The purpose is to create an outdoor area for comfortable congregation for our student body, staff, faculty, and administrators. This project will provide the necessary space for successful outdoor events and student gatherings without the effect of weather elements such as sun and wind. This will be a great way to provide our students with an alternative way to socialize especially after the configuration of the CSS Upper Lounge.	**Unknown**

*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. TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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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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9. **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 Ownership
1. ACCCA's Administration 101 Reason: Annually the Association of California Community College Administrators offers a 5-day seminar focused on the unique "nuts and bolts" and management basics for the unique California community college system.	**$2050**	**2**	**$4100**
2. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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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.

10. 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 Ownership
1. Promotional Items Reason: Annually the VPSS/DOSS Offices purchase promotional Norco College items to support events, activities, and special requests.	-	1+	**$1,000**
2. Summer Advantage Reason: Currently there are no general funds used to support our college's Summer Advantage program. The program has increased its targeted to 600 annually. The entire program is funded from SSSP, BSI, and ASNC (instructional salaries/workshop material costs/counseling/outreach/supplies/materials/food).	1	1	**$116,798**
3. Soccer Program Reason: In 2012-2013, Norco College voted to adopt men's and women's soccer teams at a time where there were no available fiscal resources to apply permanently. Currently, the projected annual expenses are $48,615 with ASNC committing to cover $30,000 for this year. The remaining $18,615 comes from a variety of budgets as expenses arise. This request is to set up a permanent budget starting with $30,000 as per our program review recommendations we need to reduce reliance on student fees to cover the institutional cost of athletics.	1	1	**$30,000**
4. Reason:			

TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

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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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11. **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 Ownership
1. Reason:			
2. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

TCO: http://www.norcocollege.edu/about/business-services/Pages/index.aspx

*Significant needs are generally those with annual costs over $20,000. They may be the result, for example, of

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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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institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.

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STUDENT SERVICES EMPLOYEE SATISFACTION SURVEY

SPRING 2015

STUDENT SERVICES EMPLOYEE SATISFACTION SURVEY

SPRING 2015

RESPONSE RATE

80% (49 OF 61)

Q1

Employee Type

Answered: 49   Skipped: 0
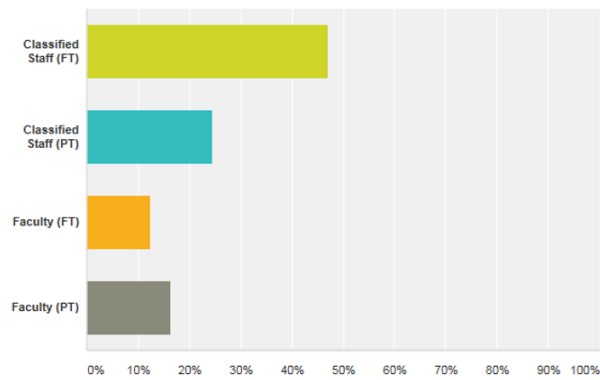
Answer Choices	Responses	
Classified Staff (FT)	46.94%	23
Classified Staff (PT)	24.49%	12
Faculty (FT)	12.24%	6
Faculty (PT)	16.33%	8
Total		49

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PERSONAL SATISFACTION

Q2

For each of the following questions, please indicate whether you strongly agree or disagree, using the following Likert Scale:

Answered: 49   Skipped: 0
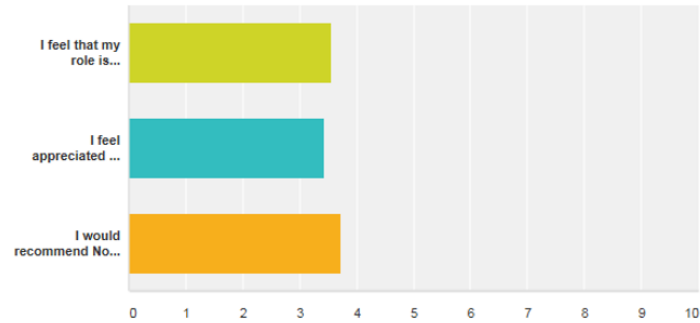
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
I feel that my role is personally satisfying	65.31% 32	28.57% 14	2.04% 1	4.08% 2	49	3.55
I feel appreciated for the work I am doing	45.83% 22	52.08% 25	0.00% 0	2.08% 1	48	3.42
I would recommend Norco College to my friends and family as a good place to work	72.92% 35	25.00% 12	2.08% 1	0.00% 0	48	3.71

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BUILDING RELATIONSHIPS/ INTERPERSONAL SKILLS

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
I feel valued as a team member.	40.43% 19	51.06% 24	8.51% 4	0.00% 0	47	3.32
My supervisor treats me with respect.	59.18% 29	36.73% 18	2.04% 1	2.04% 1	49	3.53
My department works collaboratively with other departments on campus.	45.83% 22	52.08% 25	2.08% 1	0.00% 0	48	3.44
I feel comfortable approaching my supervisor with my concerns.	61.22% 30	26.53% 13	10.20% 5	2.04% 1	49	3.47
My supervisor effectively resolves interpersonal issues/conflict.	51.02% 25	34.69% 17	12.24% 6	2.04% 1	49	3.35

My supervisor encourages me to collaborate with team members in my area

Answered: 48   Skipped: 1
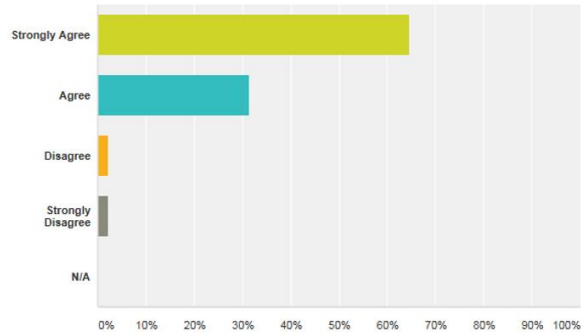
Answer Choices	Responses	
Strongly Agree	64.58%	31
Agree	31.25%	15
Disagree	2.08%	1
Strongly Disagree	2.08%	1
N/A	0.00%	0

My coworkers are open to a culture of teamwork and cooperation in my area.

Answered: 48   Skipped: 1
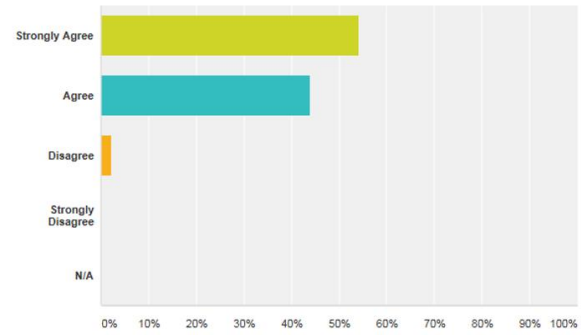
Answer Choices	Responses	
Strongly Agree	54.17%	26
Agree	43.75%	21
Disagree	2.08%	1
Strongly Disagree	0.00%	0
N/A	0.00%	0

DIVERSITY & RESPECT
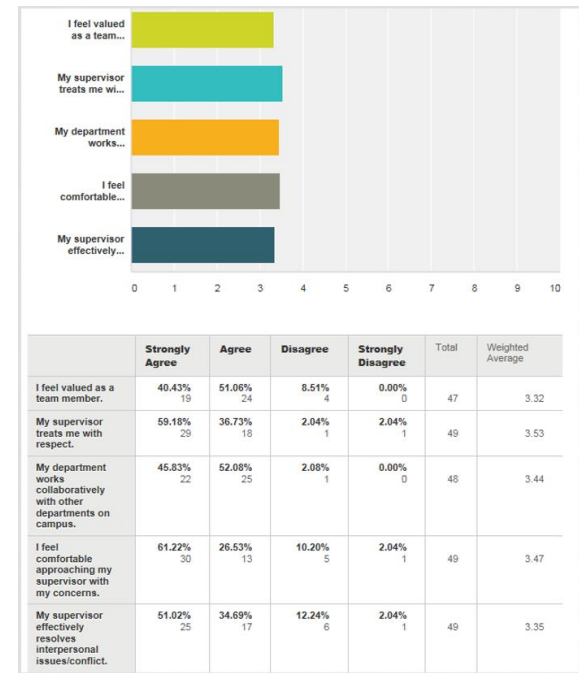
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Q8

For each of the following questions, please indicate whether you strongly agree or disagree, using the following Likert Scale:

Answered: 48   Skipped: 1
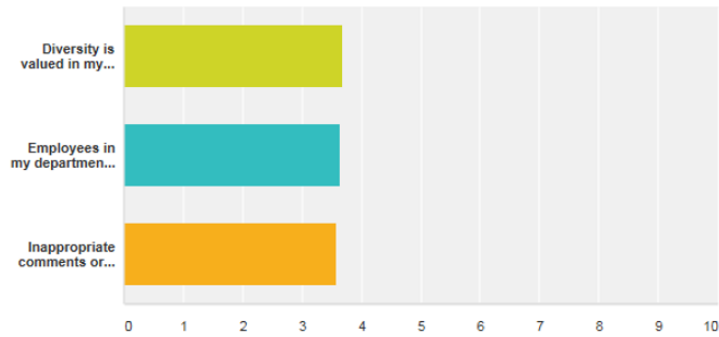
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
Diversity is valued in my department.	68.75% 33	29.17% 14	2.08% 1	0.00% 0	48	3.67
Employees in my department are respectful of differences.	63.83% 30	36.17% 17	0.00% 0	0.00% 0	47	3.64
Inappropriate comments or jokes are not tolerated in my department.	58.33% 28	39.58% 19	2.08% 1	0.00% 0	48	3.56

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COMMUNICATION

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
My supervisor uses effective methods of communication (verbal, group, email) to pass on important information.	66.67% 32	25.00% 12	6.25% 3	2.08% 1	48	3.56
I feel comfortable candidly communicating with my supervisor.	62.50% 30	29.17% 14	6.25% 3	2.08% 1	48	3.52
My supervisor uses employee feedback to make improvements.	59.57% 28	23.40% 11	14.89% 7	2.13% 1	47	3.40
I receive the appropriate information I need to do my job.	58.33% 28	37.50% 18	2.08% 1	2.08% 1	48	3.52
My supervisor takes time to listen to me.	64.58% 31	33.33% 16	0.00% 0	2.08% 1	48	3.60

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DEVELOPMENT OF
SELF & OTHERS

Answered: 47   Skipped: 2

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
I am encouraged to develop and expand my skills.	70.21% 33	21.28% 10	6.38% 3	2.13% 1	47	3.60
I am encouraged to seek professional development opportunities.	59.57% 28	36.17% 17	2.13% 1	2.13% 1	47	3.53
I understand how my work is being evaluated and the expectations of my job.	61.70% 29	31.91% 15	4.26% 2	2.13% 1	47	3.53
My current job makes good use of my skills and abilities.	63.83% 30	27.66% 13	4.26% 2	4.26% 2	47	3.51
My most recent performance evaluation gave me a good indication of my strengths.	68.18% 30	27.27% 12	2.27% 1	2.27% 1	44	3.61
My most recent performance evaluation effectively identified specific suggestions for my continued growth or performance improvement.	65.12% 28	25.58% 11	6.98% 3	2.33% 1	43	3.53

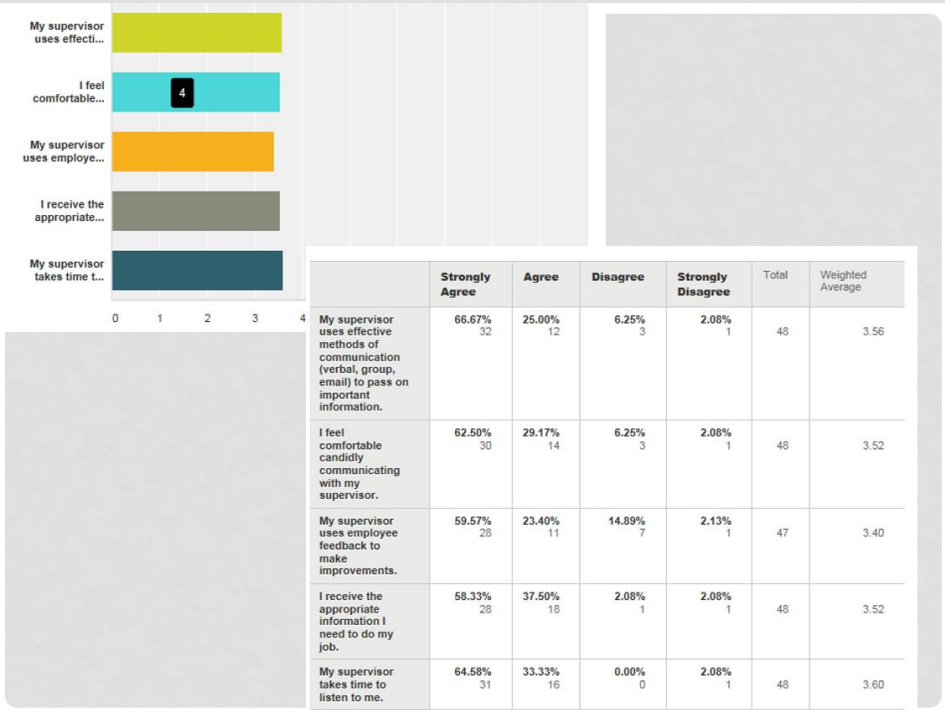REVISED AUGUST 2015

QUALITY SERVICE

For each of the following questions, please indicate whether you strongly agree or disagree, using the following Likert Scale:
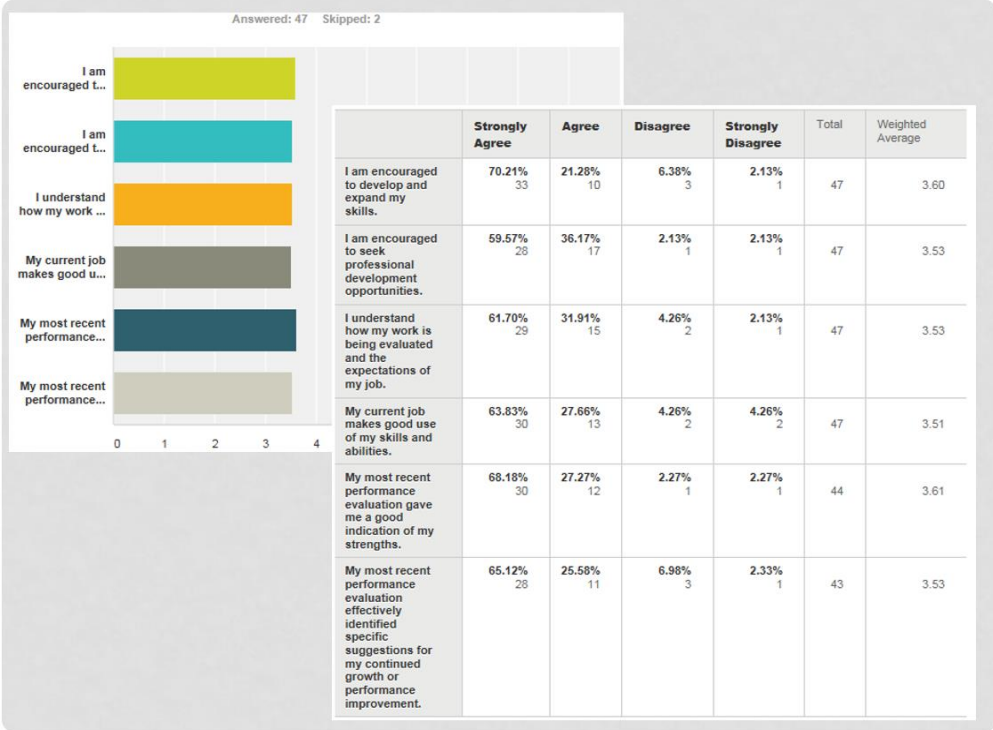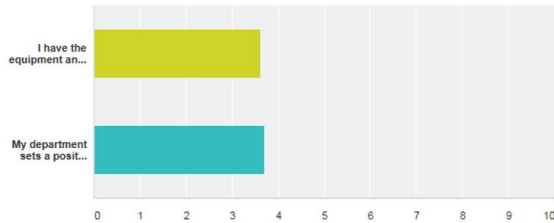
Answered: 47   Skipped: 2

I have the equipment an...

My department sets a posit...

0 1 2 3 4 5 6 7 8 9 10

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Weighted Average
I have the equipment and resources required to do my job.	63.83% 30	34.04% 16	2.13% 1	0.00% 0	47	3.62
My department sets a positive example of quality customer service for the College.	72.34% 34	25.53% 12	2.13% 1	0.00% 0	47	3.70

CONCLUDING COMMENTS

- We are trying new things to make the students feel comfortable & welcome…(example)…This shows them I care…Because I do

- Norco Student Services customer service is exemplary & staff always go over & above for students, faculty, & administrators!

Your management team could not agree more!

Appendix II: Mapping Outcomes to Mission

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Norco Student Services
Mapping Outcomes to Goals
2014-2015

NSSV Department	SAO		SLO			Number of Outcomes	Authentic Assessment	Outcomes Linked to Mission
	General	Satisfaction Survey	In-Direct	Direct	Student Success Measure			
Admissions & Records				5		5	5	5
Assessment Center		2		3		5	3	5
CalWORKs				2	1	3	3	3
Career/Job Placement Center	1	1	2			4	0	4
Counseling/SSSP				5		5	5	0
Disability Resource Center (DRC)	1				3	4	3	3
EOPS/CARE	2				3	5	3	5
Health Services				3		3	3	3
JFK				2	1	3	3	3
Outreach	3		1	1		5	1	5
Puente Program		1		4		5	4	0
Student Employment	1		2			3	0	3
Student Financial Services	1			2		3	2	3
Student Life				3		3	3	3
Student Support Services (SSS)	1			2		3	2	0
Student Support Services/RISE				1	3	4	4	0
The Talented Tenth (T3p) Program	1		1	1		3	1	3
Transfer Center		1		3		4	3	4
Upward Bound - Centennial	2			2		4	2	2
Upward Bound - Corona	2			2		4	2	4
Upward Bound – Norte Vista	1			2		3	2	3
Veterans Services	1			3		4	3	0
TOTALS -	17	5	6	46	11	85	57	64