

# NORCO COLLEGE ANNUAL ADMINISTRATIVE PROGRAM REVIEW

## Units: STUDENT SERVICES

*Please give the full title of your unit.*

Contact Person: Koji Uesugi/Mark DeAsis/  
Mark Hartley/Daniela McCarson

Due: **AUGUST 31, 2016**

Please send an electronic copy to your area Vice President



*Form Last Revised: JUNE 2016*

**Norco College**

Web Resources: <http://www.norcollege.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. Brown can adjust the document for you. Simply add responses to those questions that apply and forward the document to [nicole.ramirez@norcocollege.edu](mailto: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, 2016

Administrative Unit: STUDENT SERVICES

Prepared by: Koji Uesugi, Mark DeAsis, Mark Hartley, Daniela McCarson

Date: August 28, 2016

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

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### I. The Unit PROGRAM REVIEW

#### 1. What is the mission of your unit?

We are dedicated to promoting access, retention and success by empowering a diverse community of learners in their personal and educational pathways. (*revised, April 2016*)

#### 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 Conduct, Student Employment, Student Life, Student Financial Services, Student Success & Support Program (SSSP), Student Support Services (SSS), SSS-RISE, Transfer, Upward Bound, Veterans and other campus student support service programs.

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

<b><u>Function</u></b>
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.
Create a culture of continued dialogue and action pertaining to program review and outcomes assessment within all areas of Student Services.
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, Foster Youth Success Committee, Welcome Day, and Friends of Forensics Speech Meet.
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.
Facilitate an effective Standards of Student Conduct process to support a safe and healthy learning environment for all students.

4. **Briefly comment on the status of your 2016 goals and objectives.**

The student services administrative team establishes annual goals that support the overall mission and objectives of the departments and programs of this unit. Over the last year, through a combination of categorical and general funds, we hired the following positions: Dean of Student Life (general funds), Evaluator (SSSP), Educational Advisor (JFK grant), Outreach Specialist (Student Equity), five counselors (four with SSSP and one with general funds), and three Counseling Clerk II's (two with SSSP and one with a combination of SSSP and general funds). This year's goals are ongoing from previous years since each one is relevant to the work of student services in 2016-17.

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 and with a comprehensive peer review process, 91% of the program reviews were aligned with the college mission. This year's program review process will follow the timeline and template that were revised last year and identify areas where additional improvements are necessary.

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 maintain our Student Success & Support Program plan, Student Equity Plan, BOGW Appeal proves, BSI grant, and ensuring Title IX compliance.

To address goal #3 (ensure all personnel are engaging in strategic planning), the administrative team reviews and modifies the Student Services Staff-Committee Membership in the fall. 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, the JFK Middle College grant, EOPS Advisory Committee, Foster Youth Success Committee, host for Chamber of Commerce's Education Day, annual Speech Meet, Summer Advantage, and Welcome Day.

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 monthly professional development workshops and trainings hosted by student services managers.



**5. MAJOR Goals and Objectives 2016 – 2017 (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.

<b>Major Goal and/or Objective</b>	<b>Start Date</b>	<b>Status: ongoing, completed, or date completion anticipated</b>	<b>Need Assistance in order to complete goal or objective (reference applicable resource request page)</b>	<b>EMP GOALS</b>
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.	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 satisfaction will be measured.	Electronic and hard-copy survey methods	80% satisfaction within variables under our EMP Goal 2: Improve the Quality of Student Life, focusing particularly on Objectives 3 and 6.	96% satisfaction rate based on 2,046 survey responses by students.  <b>(See Appendix II, pages 24-31 for survey results)</b>	Goal met. Student Services units are providing high levels of levels of customer service based on student survey responses. The results will be shared and discussed with Student Services staff in the fall and revisions to the survey and administration process will be made as necessary before spring 2017.
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.	100% of outcomes will be linked with the college mission statement.	91% (20 of 22) of outcomes were linked with the college mission statement.	Goal not met. The 91% rate is an improvement from the previous year's 75%, but the target is 100% as this is attainable. Making efforts to achieve 100% will be a part of the 2016-17 assessment plan.

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

With the implementation of the student satisfaction survey, we now have a satisfaction benchmark for Student Services by students. The satisfaction levels were higher than anticipated, but we understand that closer review of the survey responses and assessment of the survey itself is necessary before the next administration of the survey in spring 2017.

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 continue to 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 in mid-December to ensure the 100% target is met. In areas that are not met, individual meetings with the program leads will occur.

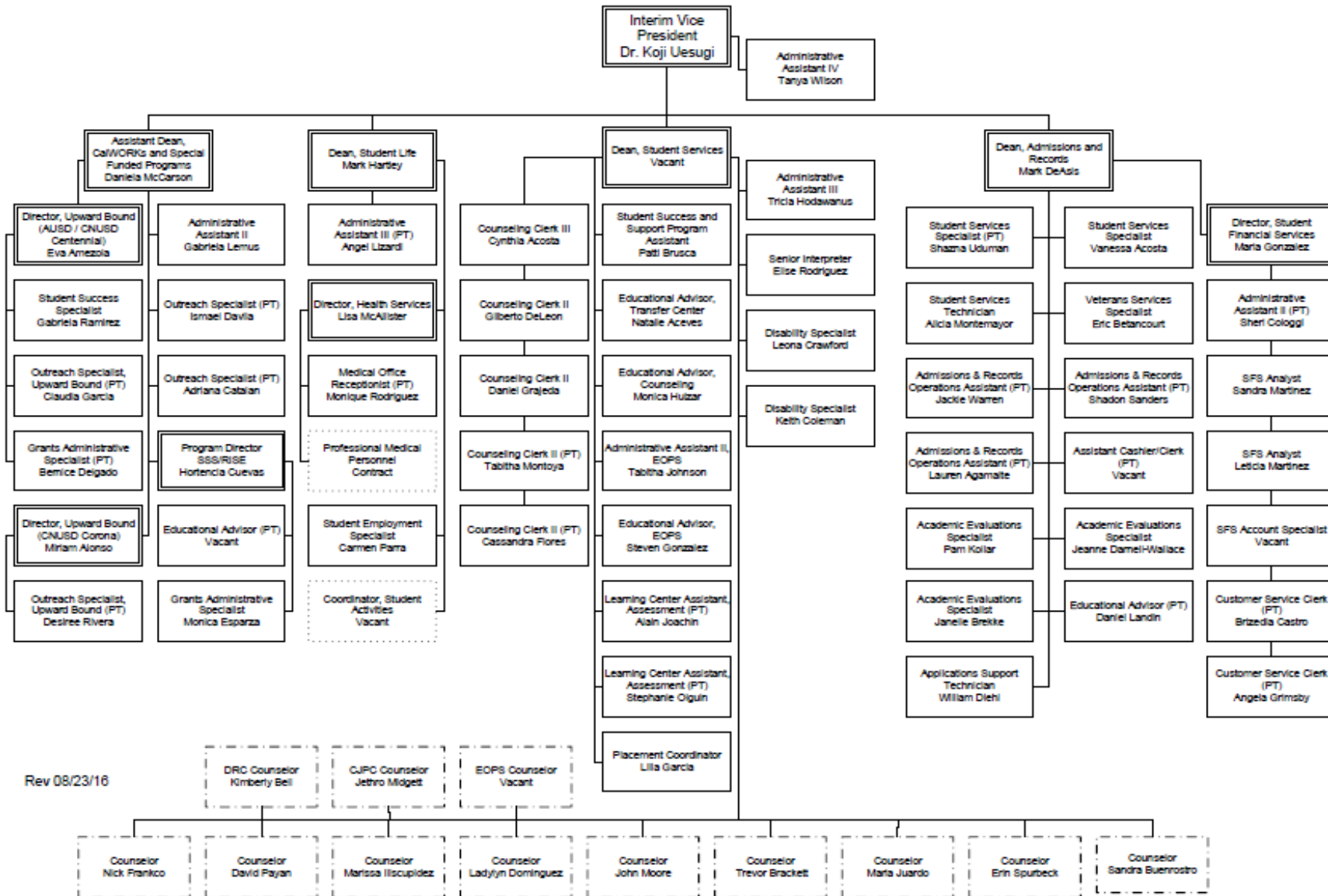
**Directions:** The primary purpose of this update is to provide an overview of your unit’s assessment activities (plans, data, responses to data, etc.) for the previous academic year as well as your plans for assessment in the upcoming academic year. If you have any questions regarding the assessment process on this aspect of the report, please contact your vice president, or the Assessment Co-chairs, Sarah Burnett at [sarah.burnett@norcocollege.edu](mailto:sarah.burnett@norcocollege.edu) or Greg Aycock at [greg.aycock@norcocollege.edu](mailto: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
Staff satisfaction of student services professional development series.	Electronic survey methods	The survey will be administered after each workshop in the fall and spring. Results will be discussed at the end of spring.	80% satisfaction rate.	Student services managers will take turns leading a professional development workshop during the year. The results from the survey that staff will complete will be used to determine the effectiveness of the workshops.	7.1
Student satisfaction will be measured.	Electronic and hard-copy survey methods	The survey was developed last year and will be reviewed and possibly revised and be administered by student service areas in the spring. Dialogue about the results will take place in the fall at a student services all-staff meeting.	95% satisfaction within variables under our <i>EMP Goal 2: Improve the Quality of Student Life</i> , 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

<p>Student Services assessment outcomes will be linked directly with the college mission statement.</p>	<p>The assessment criteria includes the linking of each outcome with the college mission statement.</p> <p>A closer review of the draft assessment plans will be conducted to ensure alignment with the revised program review template and assessment rubric.</p>	<p>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.</p>	<p>100% of outcomes will be linked with the college mission statement.</p>	<p>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.</p>	<p>5.1-5.3</p>
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# Norco College Student Services



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	
	2012	2013	2014	2015	2016	2017-2018	2018-2019
Administration	2	2	2	2	2	2	2
Classified Staff FT	2	2	2	2	2	2	2
Classified Staff PT							
Confidential Staff FT							
Faculty Reassigned FTE Full time							
Faculty Reassigned FTE Part time							
<b>Total Full Time Equivalent Staff</b>							

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

When filling out the form on the next 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)<sup>1</sup>**

<b>List Staff Positions Needed for Academic Year 2016-17</b> Place titles on list in order (rank) or importance.	<b>Indicate (N) = New or (R) = Replacement</b>	<b>Annual TCO*</b>	<b>EMP GOALS</b>
<b>1. None Requested</b> <u>Reason:</u>			
<b>2.</b> <u>Reason:</u>			
<b>3.</b> <u>Reason:</u>			
<b>4.</b> <u>Reason:</u>			
<b>5.</b> <u>Reason:</u>			
<b>6.</b> <u>Reason:</u>			

\* 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.norcollege.edu/about/business-services/Pages/index.aspx>

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<sup>1</sup> 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.

**8. Equipment (including technology) Needs Not Covered by Current Budget<sup>2</sup>**

<b>List Equipment or Equipment Repair &amp; Technology Needed for Academic Year 2016-17 Please be as specific and as brief as possible.</b> Place items on list in order (rank) or importance.	Annual TCO**			EMP GOALS
	Cost per item	Number Requested	Total Cost of Ownership	
<b>1. Surveillance Cameras – Student Services areas</b> <u>Reason:</u> Need to secure areas from theft and/or misconduct. Estimate \$2,000 per area; 16 areas.	<b>\$2,000</b>	<b>16</b>	<b>\$32,000</b>	<b>Goal 7</b>
<b>2. HP Laser Jet Enterprise M553n</b> <u>Reason:</u> The two printers for the Vice President of Student Services office are outdated and need to be replaced. These will ensure accurate and timely print out documents and its efficiency will conserve on toner costs over time.	<b>\$589.35</b>	<b>2</b>	<b>\$1,178.69</b>	<b>Goal 7</b>
<b>3.</b> <u>Reason:</u>				
<b>4.</b> <u>Reason:</u>				
<b>5.</b> <u>Reason:</u>				
<b>6.</b> <u>Reason:</u>				

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

TCO: <http://www.norccollege.edu/about/business-services/Pages/index.aspx>

<sup>2</sup> 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.



**9. Space Needs Not Covered by Current Building or Remodeling Projects\*<sup>3</sup>**

<b>List Space Needs for Academic Year 2016-17</b> <b>(Office space, storage, etc.,) Place items on list in order (rank) or importance.</b>	<b>Annual TCO*</b>
	Total Cost of Ownership
<b>1. Norco College Amphitheater Cover</b> <u>Reason:</u> 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 since the CSS upper lounge has been repurposed as a much needed interactive student study area.	<b>Unknown</b>
<b>2.</b> <u>Reason:</u>	
<b>3.</b> <u>Reason:</u>	
<b>4.</b> <u>Reason:</u>	

\*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.norcollege.edu/about/business-services/Pages/index.aspx>

<sup>3</sup> 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. Professional or Organizational Development Needs\*<sup>4</sup>**

<p><b>List Professional Development Needs.</b> 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.</p>	Annual TCO		
	Cost per item	Number Requested	Total Cost of Ownership
<p><b>1. ACCCA’s Administration 101</b>  <u>Reason:</u> 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.</p>	\$2050	2	\$4100
<p><b>2.</b>  <u>Reason:</u></p>			
<p><b>3.</b>  <u>Reason:</u></p>			
<p><b>4.</b>  <u>Reason:</u></p>			
<p><b>5.</b>  <u>Reason:</u></p>			
<p><b>6.</b>  <u>Reason:</u></p>			

TCO: <http://www.norcollege.edu/about/business-services/Pages/index.aspx>

<sup>4</sup> 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<sup>5</sup>**

<p><b>List Other Needs that you</b> 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.</p>	<b>Annual TCO*</b>		
	Cost per item	Number Requested	Total Cost of Ownership
<p><b>1. Promotional Items</b> <u>Reason:</u> Annually the VPSS/DOSS Offices purchase promotional Norco College items to support events, activities, and special requests.</p>	-	1+	<b>\$2,000</b>
<p><b>2. Summer Advantage</b> <u>Reason:</u> 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).</p>	1	1	<b>\$116,798</b>
<p><b>3. Soccer Program</b> <u>Reason:</u> 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. The projected annual expenses to adequately operate a soccer program of this size is \$60,000. ASNC is committed to covering \$35,000, there is a critical need for additional funding to meet the program needs. This request is to set up a permanent budget starting with \$30,000 as per our program review recommendations and increase the amount over time to reduce reliance on student fees to cover the institutional cost of athletics.</p>	1	1	<b>\$30,000</b>
<p><b>4.</b> <u>Reason:</u></p>			

TCO: <http://www.norcollege.edu/about/business-services/Pages/index.aspx>

<sup>5</sup> 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.

**12. Long Term Planning Needs<sup>6</sup>**

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
<b>1. Student Services Building</b> <u>Reason:</u> Currently, student services operations are located in multiple buildings across the college, thus making student referrals and providing students with a “one stop shop” experience is not possible. Given the breadth of services available to students to meet their diverse needs, locating all student services departments in one building would improve the effectiveness and efficiencies of service delivery.	<b>2016-17</b>	<b>NA</b>	<b>Unknown</b>
<b>2.</b> <u>Reason:</u>			
<b>3.</b> <u>Reason:</u>			
<b>4.</b> <u>Reason:</u>			
<b>5.</b> <u>Reason:</u>			

TCO: <http://www.norcollege.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 institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.*

<sup>6</sup> 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.

# **APPENDIX I: 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.<sup>7</sup>

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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<sup>7</sup> 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>

**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:

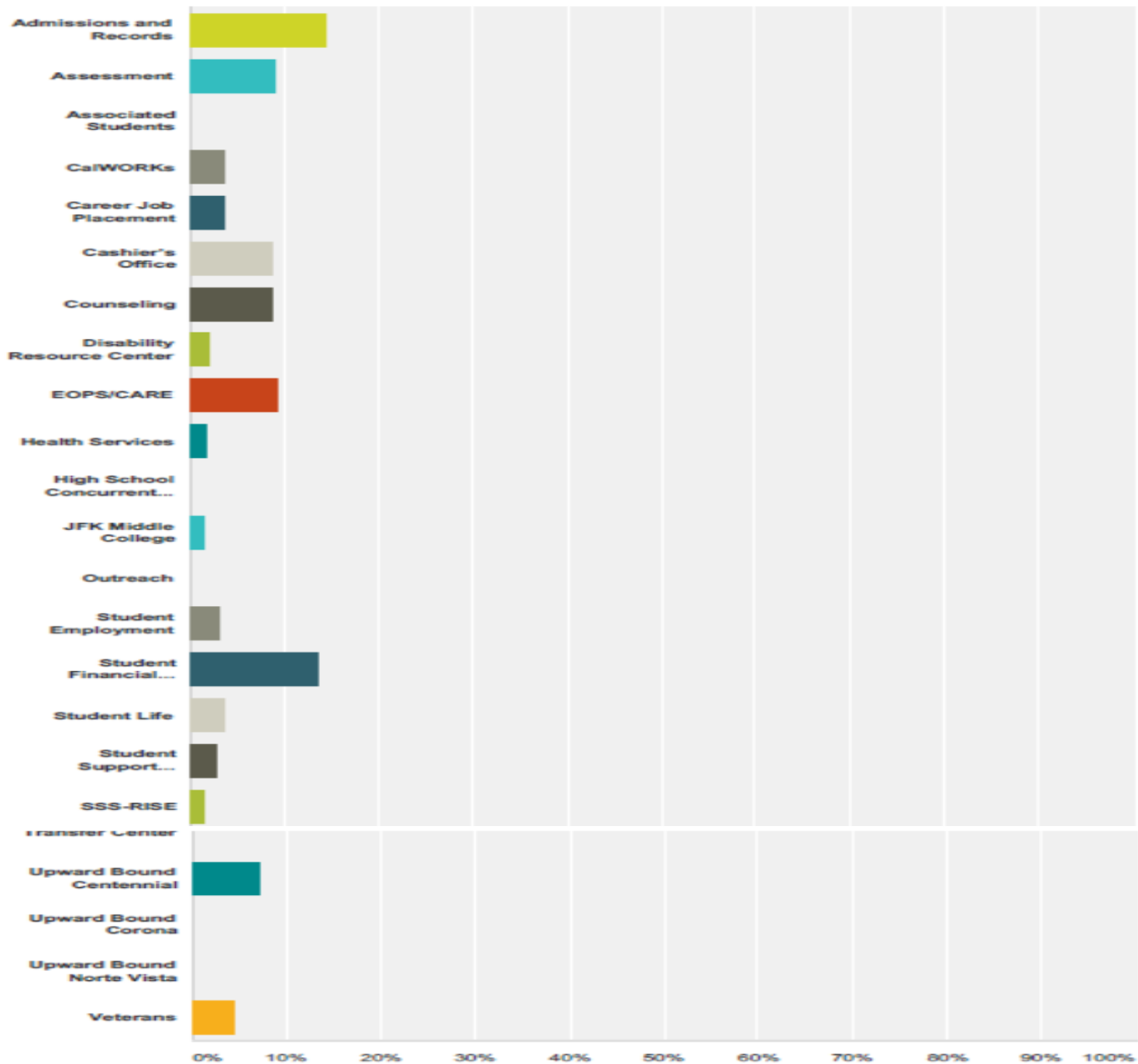
- Student satisfaction surveys
- Number and type of complaints
- Growth in a specific function
- Comparisons to professional organizations' best practices
- Focus groups
- Opinion surveys
- Time to complete a task

**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.

# APPENDIX II: Student Services Satisfaction Survey



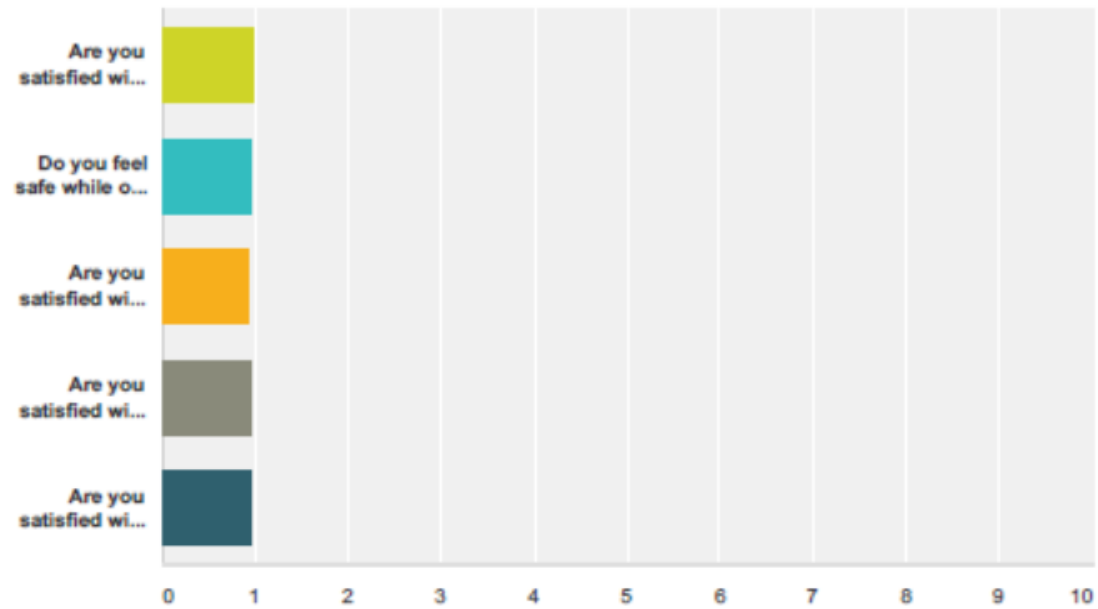
Answer Choices	Responses	
Admissions and Records	14.47%	296
Assessment	8.90%	182
Associated Students	0.00%	0
CalWORKs	3.86%	79
Career Job Placement	3.86%	79
Cashier's Office	8.70%	178
Counseling	8.70%	178
Disability Resource Center	2.05%	42
EOPS/CARE	9.38%	192
Health Services	1.96%	40
High School Concurrent Enrollment	0.05%	1
JFK Middle College	1.47%	30
Outreach	0.05%	1
Student Employment	3.23%	66
Student Financial Services	13.59%	278
Student Life	3.76%	77
Student Support Services	2.83%	58
SSS-RISE	1.52%	31
Transfer Center	0.00%	0
Upward Bound Centennial	7.09%	145
Upward Bound Corona	0.00%	0
Upward Bound Norte Vista	0.00%	0
Veterans	4.55%	93
<b>Total</b>		<b>2,046</b>

REVISED JUNE 2016



## Q2 Please rate each of the following questions.

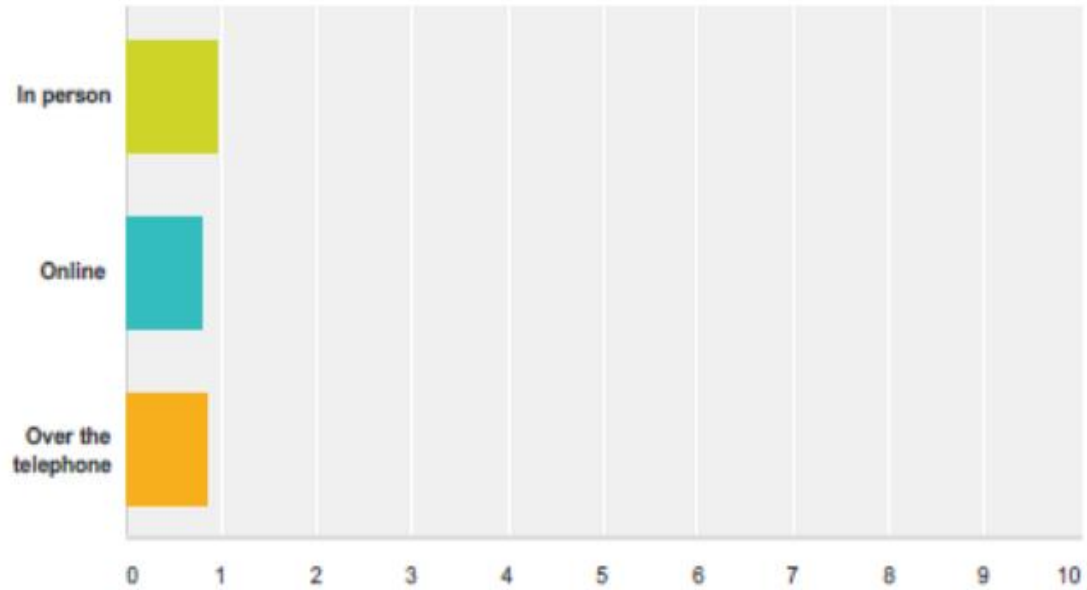
Answered: 2,090 Skipped: 0



	Yes	No	Total	Weighted Average
Are you satisfied with your choice to attend Norco College?	96.70% 1,903	1.30% 25	1,928	0.99
Do you feel safe while on campus at Norco College?	97.16% 2,020	2.84% 59	2,079	0.97
Are you satisfied with the department's hours of operation?	93.13% 1,804	6.87% 133	1,937	0.93
Are you satisfied with the services received in this department?	96.12% 2,005	3.88% 81	2,086	0.96
Are you satisfied with the quality of customer services received in this department?	96.40% 2,011	3.60% 75	2,086	0.96

### Q3 Are you satisfied with this department's accessibility of information?

Answered: 2,027 Skipped: 63



	Yes	No	Total	Weighted Average
In person	94.93% 1,891	5.07% 101	1,992	0.95
Online	81.16% 1,456	18.84% 338	1,794	0.81
Over the telephone	85.92% 1,300	14.08% 213	1,513	0.86

## APPENDIX III: Mapping Outcomes to Mission 2015-16

NSSV Department	SAO		SLO			Number of Outcomes	Authentic Assessment	Outcomes Linked to Mission
	General	Satisfaction Survey	In-Direct	Direct	Student Success Measure			
Admissions & Records	3			4		7	4	7
Assessment Center			1	4		5	4	5
CalWORKs				1	2	3	3	3
Career/Job Placement Center	1		1		1	3	1	3
Counseling/SSSP	3			2		5	2	5
Disability Resource Center (DRC)	1				3	4	3	4
EOPS/CARE	2				3	5	3	5
Health Services				3		3	3	3
JFK	1			1	2	4	3	4
Outreach	2		1	1		4	1	4
Puente Program	1				4	5	4	5
Student Employment	1			2		3	2	3
Student Financial Services	1			2		3	2	3
Student Life	1		1	2		4	2	4
Student Support Services (SSS)				4		4	4	0
Student Support Services/RISE				1	3	4	4	0
Transfer Center	1			3		4	3	4
Upward Bound - Centennial	1			2		3	2	3
Upward Bound - Corona	1			2		3	2	3
Upward Bound - Norte Vista			1	2		3	2	3
Veterans Services				4		4	4	4
<b>TOTALS -</b>	<b>20</b>		<b>5</b>	<b>40</b>	<b>18</b>	<b>80</b>	<b>58</b>	<b>75</b>