# NORCO
## COLLE E

CENTER FOR STUDENT SUCCESS

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Submitted by

Norco College
2001 Third Street
Norco, California 92860

Submitted to

Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

March 15, 2017

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To: Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

From: Dr. Bryan Reece, President
      Norco College
      2001 Third Street
      Norco, California 92860

We certify there was broad participation/review by the campus community and believe this
Report accurately refects the nature and substance of this institution.

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Virginia Blumenthal, President, Board of Trustees                Date
Riverside Community College District

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In February 2016, Norco College's Accreditation Liaison Officer and Faculty Accreditation Co-Chair met to establish a

At its January 6-8, 2016 meeting, the Commission reviewed Norco College's Follow-Up Report (R.1), its previous Comprehensive Institutional Evaluation Report, and all submitted evidentiary documents, and found the College to have resolved all deficiencies and District and College recommendations, as well as having met all Eligibility Requirements.

As a result of Norco College's accreditation cycle falling prior to spring 2016, the College is now taking the opportunity in this Midterm Report to update the Commission on its progress to date related to previous recommendations and deficiencies.

District Recommendation 1

In order to meet Standards, compile the various completed elements of technology planning into an integrated, comprehensive district technology plan that is accessible and transparent, including a disaster recovery plan and a plan to refresh aging and outdated technologies. Insure that the district technology plan is based on input from the colleges and is in alignment with college planning processes.

This recommendation was addressed satisfactorily in the Follow-Up Report.

The Information Technology Strategy Council (ITSC), which consists of the co-chairs of the college technology advisory

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current cost ("pay-as-you-go") plus a minimum of $250,000 annually to begin providing for future retiree health costs, including application of the rate to grant and categorical programs in accordance with the federal government's OMB Circular A-21(DR2.2) and the State Chancellor's Accounting Advisory, Governmental Accounting Board Statement No. 45—Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions, GASB 45 (DR2.3);

3. Contribute investment earnings over time to the reduction of the outstanding OPEB liability, so the total amount of funds set aside by the District and accumulated to pay for future retiree health costs will be limited to a maximum of 50% of the outstanding OPEB liability;

4. At least annually, transfer all funds provided by the retiree healthcare rate to the irrevocable trust;

5. Pay all retiree healthcare costs out of the irrevocable trust.

each year. An annual computer/equipment inventory (CR4.3) is also mandated, with custodial records of all technology equipment maintained by the College's Technology Support Services and reviewed by the Technology Committee for evaluation of technology resources on campus. The annual inventory will be used to determine the technology-related items that will be placed on the recommended list (CR4.4) as part of the staggered replacement.

To illustrate, on May 21, 2015, the Technology Committee approved the Computer Equipment Refresh 2015

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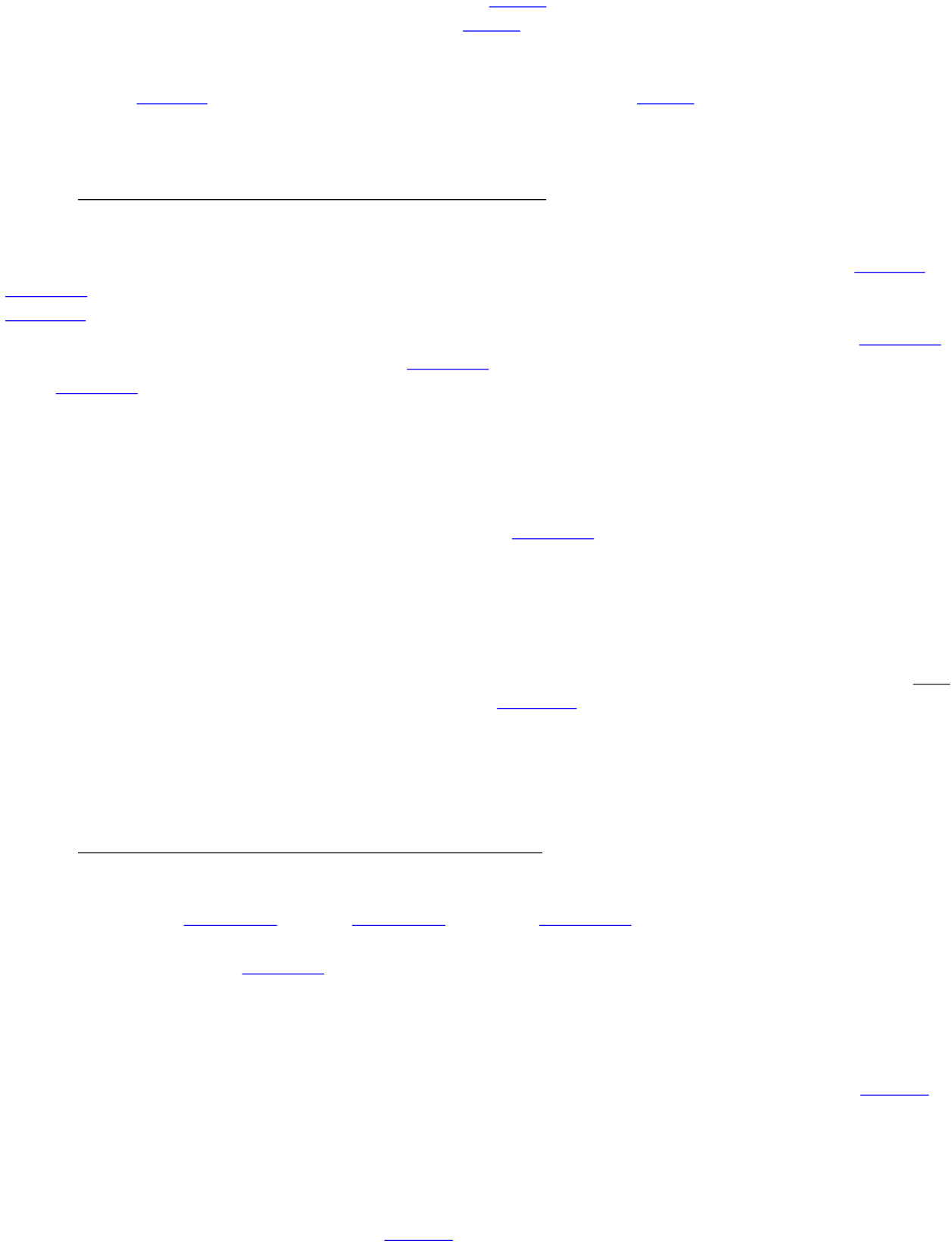
| | Reporting year | | |
|---|---|---|---|
| **A    FE** | 2014 | 2015 | 2016 |
| Standard | (reported as 18) = 383 | 640 | 664 |
| Performance | 440 | 840 | 1,126 |
| Difference | +57 | +200 | +462 |

**A    , , :** These data show that students are successfully transferring in encouraging numbers. In each year, transfer exceeds the institution-set standard. The significant increase in students transferring from year to year most likely reflects Norco College's definition of "transfer" (see the Institutional Research document titled Transfer Students at Norco College 2013-14: Definitions and Outcomes, DT1.7), which defines transfer using In-State Private (ISP)/Out-of-State Institutions (OOS) methodology. This methodology identifies cohorts of first-time students by college where they completed their first credit course. Norco College was accredited as a separate college in 2010, so individuals beginning their coursework prior to that time would have identified themselves as

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Civil and Construction Management Technology | 46.04 | 61.3% | 59.2% | 62.17% | 80% | 50% | 80% | +18.7% | -9.2% | + 17.83% |
| Commercial Music | 50.09 | N/A | N/A | 44% | N/A | N/A | 55.56% | N/A | N/A | + 11.56% |
| Child Development/Early Care and Education | 19.07 | 61.3% | 53.1% | 53.27% | 50% | 62.3% | 75% | -11.3 % | +9.2% | + 21.73% |
| Administration of Justice | 43.01 | 61.3% | 48.7% | 51.27% | 100% | 42.9% | 75% | +38.7% | -5.8% | + 23.73% |

**A    , , :** As a result of feedback from the 2014 comprehensive accreditation visit, the College revisited the methodology of the ISS to determine whether they were set too low. In doing so, we reviewed numerous other colleges' ISSs, including the three most common methodologies we found in the field. These results were discussed via our shared governance process, which led to a revision of our methodology. The Academic Senate, in conjunction with the strategic governance process, developed a response protocol (DT1.4) to be followed in cases in which a program falls below the institution-set standard. The first implementation of the protocol occurred in fall 2015, at which time a task force was convened with the faculty in the associated programs as well as various other administrators and members of the senate (DT1.8). During the meeting, various issues were discussed, such as possible reasons for the drop in job placement rates of a particular program, as well as possible solutions. The response process, which will continue to be implemented as needed, was viewed favorably by faculty and was an example of integrated planning across areas.

**L    D           , A , , ,**

| | 2014 | 2015 | 2016 |
|---|---|---|---|
| Total number of College courses | 434 | 419 | 368 |
| Number of courses assessed | 434 (100%) | 292 (69.7%) | 327 (88.9%) |
| Total number of College programs | 62 | 56 | 46 |
| Number of programs assessed | 62 (100%) | 27 (48.2%) | 35 (76.1%) |
| Number of Institutional Student Learning Outcomes defined | 4 | 4 | 4 |
| Number of institutional outcomes (ILOs) with ongoing assessment | 4 (100%) | 4 (100%) | 4 (100%) |

**A    , , :** The College's understanding and focus on assessment have deepened over the years, reflected in what appear to be anomalies in some of the reported data. For example, the College employed more indirect assessment techniques in 2013 and 2014 (e.g., learning gains surveys of students), but beginning in 2015, the College has focused on direct assessment of courses and programs, which is arguably a more challenging process. The College continues to hone techniques for ongoing and meaningful assessment.

**A    F,**              ([DT1.9](DT1.9), [DT1.10](DT1.10), [DT1.11](DT1.11))

NOTE:  The Annual Fiscal Reports report District data.

| Category | Reporting year | | |
|---|---|---|---|
| | 2014 | 2015 | 2016 |
| General Fund Performance | | | |
| Revenues | 166,229,407 | 173,624,650 | 187,612,346 |
| Expenditures | 161,236,480 | 171,718,114 | 184,045,827 |
| | | | |
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> II.A.2. Actionable Improvement Plan
>
> The College will complete a Substantive Change Proposal and submit it for approval to the Accrediting Commission for Community and Junior Colleges.

This item has been resolved.

In 2012, Norco College was contacted by a private company, International Rectifer, interested in collaborating to create a unique, for-credit, contract education program to benefit its current employees. In partnership with the District Office of Economic Development, Norco College entered into a unique partnership with International Rectifer, a Fortune 100 semi-conductor manufacturer, located in Temecula, California. International Rectifer has over 500 employees and sought to provide a cohort of employees (nearly 40 students) a certifcate and Associate of Science degree in Digital Electronics to upgrade their technical ability and encourage both personal and professional advancement. General education courses were completed at Mt. San Jacinto College, while the degree-specifc Digital Electronics courses were completed via Norco College at the company site in Temecula. The three-year program was scheduled from fall 2013 through spring 2016.

International Rectifer's corporate headquarters contains multiple training rooms that mirror college classrooms (desks, chairs, internet, projector, instructor's station, natural lighting, ADA compliant bathrooms, etc.). All courses were provided in accordance with California Education Code §78020-78023. Instructors were hired based on subject matter expertise and in accordance with California Education Code §78022(a) which states, "Faculty in all credit and noncredit contract education classes shall be selected and hired according to procedures existing in a community college district for the selection of instructors for credit classes." All college and ACCJC standards were met for the duration of the program.

Upon being notifed of this agreement, the Accrediting Commission for Community and Junior Colleges requested a Substantive Change Proposal (II.A.2.1) be submitted for review at its March 6, 2014 meeting. The report was reviewed and vetted internally by the college's Academic Senate (II.A.2.1a), Institutional Strategic Planning Council (II.A.2.1b), Committee of the Whole (II.A.2.1c), and approved by the Board of Trustees (II.A.2.1d). In response to this Actionable Improvement Plan as documented on page 147 of the Norco College 2014 Institutional Self Evaluation Report, Norco College submitted a 73-page Substantive Change Proposal in February 2014. The Commission acted to accept the Norco College Substantive Change Proposal at its March 6, 2014 (II.A.2.2) meeting.

During the Follow-Up visit, the team evaluated the status of the College's Digital Electronics course offerings at the International Rectifer location, and praised the superb work of the College in serving the employees of Intentional Rectifer through this innovative program.

Norco College completed the International Rectifer program in spring 2016. Twenty students completed the program, earning both their certifcate and Associate of Science degree in Digital Electronics from Norco College.

> II.B.2.d. Actionable Improvement Plan
>
> The College will develop a system for maintaining records of student complaint/ grievances.

This item has been resolved.

By the end of 2013, the Riverside Community College District Board of Trustees approved two Board Policies (BP) and Administrative Procedures (AP) related to student grievances: BP/AP5522(II.B.2.d.1) —Student Grievance Process for Instruction and Grade Related Matters and BP/AP5524 (II.B.2.d.2).—Student Grievance Process for Matters Other Than Instruction, Grades, or Discipline.

While the College historically maintained student grievances in individual departments, the compilation and access to

The College developed forms identified in the policy: Student Request for Consultation (II.B.2.d.3) and Student Request for Formal Hearing (II.B.2.d.4). The Student Consultation Request form is completed after the student attempts to resolve the issue informally per AP5522 or AP5524. Following policy, students have 120 days from the date of the incident or situation to initiate the consultation process. The Student Request for Formal Hearing form, submitted to the College President, is to be completed after the student has made attempts to resolve the issue informally and through a consultation with the appropriate administrator. While the website has direct links to the approved Board policies, the College also developed flowcharts to assist students in understanding the two distinct processes for addressing grievances for instruction and grade-related matters (AP5522, II.B.2.d.5) and matters other than instruction, grades, or discipline (AP5524, II.B.2.d.6).

In researching best practices, the College administrative team determined that the complaint process must be visible on the College's homepage. In addition, the Complaint Procedures webpage (II.B.2.d.7) includes easily accessible links to the Board policies, forms, flowcharts, and resources. The resource links include the District's webpage on discrimination/harassment complaint reporting along with links to the California Community College Chancellor's Office and Accrediting Commission for Community and Junior College's Complaint Reporting.

Once the Complaint Procedures webpage went live, an email notification was released to the College community, and managers received training during a President's Cabinet meeting (AIP II.B.2.d.8). The College maintains all student grievance issues in a shared file that includes case notes and resulting action. This shared file is accessible to the President, vice presidents, deans, and their respective administrative assistants.

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III.B.1.a. Actionable Improvement Plan

The College will address the recommendations of the District Information Technology Audit and move toward decentralization of other technology support services from the District to the College.

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This item has been resolved.

As part of the College's Technology Strategic Plan's (III.B.1.a.1) Goal VI, Strategy #2, "Make Recommendations for

> III.B.2.a. Actionable Improvement Plan
>
> The College will refne and develop a procedure for implementation of Total Cost of Ownership.

This item has been resolved.

The 2014 Self Evaluation identified a need to develop a total cost of ownership (TCO) procedure and guidelines for use by College leadership when new equipment or facilities are acquired or built.

Since the original concept of TCO was discussed at the Business and Facilities Planning Council (BFPC) in September of 2013, assessment determined that it should include costs of personnel salary, benefts, equipment, and facilities in order to quantify costs in program reviews (BFPC Minutes, December 10, 2013, III.B.2.a.1) and that the total should be defned. On March 11, 2014, BFPC (III.B.2.a.2) approved the defnition of TCO: "TCO is used to determine the cost of a proposal or initiative. The TCO ensures that all costs are considered inclusive of all types of resources needed. Our comprehensive approach when considering TCO relates to new facilities, personnel, programs, services and other initiatives. This integrates the strategic planning, resource allocation and decision-making process."

To meet this defnition, the tool itself was developed to summarize total expenses related to programs, projects, and new initiatives, including personnel, equipment, and supply needs as well as facilities and operating expenses. A utilities analysis was performed to help estimate utilities costs by square foot, and staffng standards for maintenance and operations were included for information. Additionally, the technology equipment portion was provided by the Technology Committee.

The TCO Spreadsheet tool (III.B.2.a.3) was vetted through the BFPC throughout 2013 and 2014 (meetings of December 10, 2013, III.B.2.a.1; January 14, III.B.2.a.4a; March 11, III.B.2.a.2; and May 13, 2014, III.B.2.a.4b) and was presented at the Committee of the Whole on October 2, 2014 (III.B.2.a.5). Assessment of the TCO prompted its addition to the program review template (III.B.2.a.6) and resulted in the addition of links on the College's website (Business Services webpage III.B.2.a.7 and Program Review webpage III.B.2.a.8) to ensure ease of use by faculty, staff, and administrators.

Assessment of the TCO concept by the Technology Committee (minutes of December 10, 2015, _____

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primary criterion. Similarly, the 2014-2015 memo noted that requests by disciplines and units for equipment and facilities improvement were also evaluated by the planning councils and prioritized by means of rubrics in which the extent to which the request would contribute to the improvement of student learning was a key consideration.

Similarly, the 2015-2016 memo points out the five newly approved faculty positions (in English, sociology, psychology, mathematics, and electronics) were identified through a comprehensive evaluation of program reviews by the APC in which the contribution to student learning at the College played a central role. The memo goes on to note that resource allocation decisions for staff and administrative hiring, as well as equipment purchase and facilities improvement, were made in the previous academic year according to a similar evaluative process that prioritized student learning. In his memo, the interim President went on to promise that the College "will continuously assess and measure how [its] allocation of resources improves student completion processes and . . . student success."

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DR1.1    District Technology Plan, pages 14-31

CR1.4    Report of Effectiveness of Academic Senate and Senate Standing Committees / Senate Overview of the Assessment Survey of the Senate and Its Standing Committees
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Senate%20Overview%2of%20the%202016-2017%20Assessment%20Survey.pdf

CR1.5    Memorandum from College President to Norco College
http://norcocollege.edu/about/president/strategic-planning/Documents/2016%20Year%20End%20Letter%20from%20the%20President%2006_08.pdf

CR1.6    Progress Report on Strategic Planning/Educational Master Plan Goals, Objectives and "Dashboard Indicators"
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Annual-Progress-Report-on-EMP-Goals-Objectives-DashboardIndicators-2015-16.pdf

CR1.7    Institutional Effectiveness and Planning Survey
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/IEP_Survey_Summary_2016.pdf

CR 1.8   Report of Resource Allocation
http://norcocollege.edu/about/business-services/Documents/BudgetPresentations/2015-16%20Budget%20Presentation.pdf.pdf

CR1.9    Report on Annual Evaluation Cycle
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Annual- Evaluation-Report-2015-16.pdf

CR1.10a  IEPI Goals Framework (Year One), 2015-2016

CR1.10b  IEPI Goals Framework (Year Two), 2016-2017

CR1.11a  Annual Online Survey of Standing Committees of the Academic Senate
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Standing-Committees-Survey-Instrument-2014.pdf

CR1.11b  Standing Committee Reports to the Academic Senate, Spring 2016: Academic Senate Minutes, 23 May 2016
http://norcocollege.edu/academicsenate/Documents/2015-16/052316_NAS_Minutes.pdf

CR1.12   Standing Planning Committees Survey of Effectiveness
http://www.norcocollege.edu/about/academic-affairs/Documents/SS-Research/Strategic%2Planning%20Committee%20Survey%20Effectiveness%20Instrument.pdf

CR1.13   Annual Online Survey of Planning Councils
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Planning%20Councils%20Survey%20Instrument.pdf

CR1.14   Results of the Survey of Effectiveness for the Planning Councils, Fall 2015
http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Planning%20Councils%20Survey%20Summary-2015-16.pdf

CR1.15   Annual Strategic Planning Retreat Minutes, 3 December 2014
http://www.norcocollege.edu/about/president/strategic-planning/Documents/ispc/2014-15/2014-12-03-ISPC-minutes.pdf

CR1.16   Annual Strategic Planning Retreat Minutes, 2 December 2015
http://www.norcocollege.edu/about/president/strategic-planning/Documents/ispc/2015-16/2015-12-02-ISPC-Minutes-Retreat.pdf

CR1.17   Annual Strategic Planning Retreat Agenda, 7 December 2016
http://norcocollege.edu/about/president/strategic-planning/Documents/ispc/2016-17/ISPC%20Instrument-2014.pdf

http://norcocollege.edu/about/academic-affairs/Documents/SS-Research/Planning%20Councils%20

CR1.22   Strategic Planning Webpage
         http://norcocollege.edu/about/president/strategic-planning/Pages/index.aspx

**E.      C    D                        2**
CR2.1   Syllabus Shell Example—Philosophy 10

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CR3.4b College Police Administrative Program Review, 2015
http://norcocollege.edu/about/president/strategic-planning/programreview/Documents/adminunit/2015/CollegePolice_AUPR_2015.pdf

CR4.12

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