

NORCO COLLEGE REGULAR UPDATE

March 22, 2019

Mission Statement

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.

Hello, Mustangs!

Below is the newest Norco College Regular Update, aligned with the new Educational Master Plan and Strategic Plan's goals and objectives. With continuing dialogue around new strategic plans, this structure may be modified over time. Feel free to send along your comments about the newsletter to Regular.Update@norcocollege.edu. All Regular Updates are archived on the President's webpage: <https://www.norcocollege.edu/about/president/Pages/update.aspx>.

In order to spotlight all news, the beginning section of the Update will rotate each month. This issue begins with 6.0, followed by 7.0-13.0, then 1.0, and so on. The next issue will begin with 5.0.

Happy reading!

Upcoming Deadlines and Due Dates

Monday, March 25	Deadline for disciplines to submit a nomination for Student of Distinction (See March 4 or 18 nor-faculty emails from Dr. Edwin Romero, coordinator of student activities, for details.)
Monday, March 25	Deadline to submit "Great Colleges to Work For" survey

Goal 6 (Prosperity): Reduce working poverty and the skills gap

2024 Objective 12: Expand access to registered apprenticeships, work experience classes, and work-based learning opportunities

- Effective spring 2019, administration of the college's work experience program now takes place through the [Career Center](#). Both prospective and currently enrolled work experience students may now use the Career Center as a point of contact to ask questions about the program or submit required paperwork. *What is work experience education?* Drawing on direct collaboration with local employers, work experience courses use paid or unpaid positions to apply classroom learning and build desirable work habits. Students can earn one unit of CSU-transferable credit for every 60 hours of volunteer time or 75 hours of paid work experience for up to four units per term. Contact David Schlanger, director of the Career Center, for more information at David.Schlanger@norcocollege.edu or (951) 738-7720.

2024 Objective 13: Establish the Center for Workforce Innovation

2024 Objective 14: Participate in organization of regional logistics development

Goal 7 (Regional Development): Host initiatives that impact regional development

2024 Objective 15: Raise college-going rate in region to SD, LA, and Orange county levels and expand high school partnerships

- At the March 19 Board of Trustees meeting, Dr. Kaneesha Tarrant, interim vice president of Student Services, and Dr. Maureen Sinclair, project director of CCPT grant/dual enrollment, [presented on dual enrollment](#) and the evolution of high school and college partnerships at Norco College.
- Dr. Sinclair shared a well-received presentation on dual enrollment at a joint meeting of the Jurupa Valley Unified School District Board of Trustees and RCCD Board of Trustees on March 18.
- Rosalina Hernandez, educational advisor for the adult education grant, has been given permanent office space within Corona-Norco Unified School District's (CNUUSD's) Parent Center on 6th Street in Corona. She will have office hours centrally located in the heart of services to support adult students seeking ESL, GED, high school diploma, and other training courses with potential plans to transition to Norco College. Rosalina serves CNUUSD Adult Education, United Way, and the Parent Center working 30 hours per week. She currently works a portion of her hours on campus in CSS 207 and also, now, at her secondary office on 6th Street. The partnership with CNUUSD Adult Education has come a long way over the past three years, and through continued collaboration, we are now able to offer more integrated services off site.

2024 Objective 16: Stimulate/build engineering pathway from middle school to major engineering universities/schools with focus on women, students of color, and low-income students

2024 Objective 17: Improve regional veterans services and support

- Two presentations at the [California Community Colleges Veterans Summit](#), March 21-22 in Monterey, featured Norco College veterans projects. Presenting on "Providing Veterans Credit for Prior Learning" were Mark DeAsis, dean of admissions and records; Lorenzo "Gunny" Harmon, director of the Veterans Resource Center (VRC); Dr. Peggy Campo, associate professor of anatomy and physiology and Academic Senate president; Pam Kollar, academic evaluations specialist; and Pedro Campos, system architect. Presenting on "9 Line / VASS," focusing on the partnership of the VRC and the Disability Resource Center (DRC) to bring disability services to veterans, were Kimberly Bell, associate professor in counseling, DRC specialist, and 9 Line counselor; Zachary Emorey, veterans outreach and recruitment services specialist; along with Nicole Smith, DRC director at RCC.
- On March 19, Lorenzo "Gunny" Harmon, director of VRC, and Dr. Kevin Fleming, interim vice president of Strategic Development, met with the Veterans Chamber of Commerce, based in the San Diego area, to explore opportunities to support veterans with this uniquely focused chamber.
- **Wow!** The [Veterans Resource Center's care package project](#), in partnership with Operation Community Cares, exceeded the original goal of shipping 50 boxes to deployed troops. Thanks to the college community's generous contributions and support, the VRC sent 177 packages.

2024 Objective 18: Reduce recidivism through inmate education

- For spring semester, the Next Phase program has enrolled over 200 individual students, exceeding 40 FTES, over 18 class sections.
- Next Phase is continuing with the community of practice through New York University's Institute for Poverty, Policy, and Research. Dr. Jessica Cobb, Next Phase director; Janet Hill, assistant professor of sociology; Jessica Dobson, assistant professor of English; Dr. Lisa Nelson, associate professor of English; and Melanie Titterud, associate faculty in counseling, are creating a work

plan and will participate in a teleconference on March 29 to discuss the plan as a local implementation team.

- For the first time this term, technology access is available in all classrooms at CRC. The College's IMC has provided AV equipment to use with CRC's computers.
- **Wow!** Norco College has been awarded a \$100,000 Currently and Formerly Incarcerated Students Reentry Program grant from the California Community Colleges Chancellor's Office. This award comes as a result of the tireless efforts of Colleen Molko, dean of grants development and administration, and Dr. Jessica Cobb, Next Phase director, during the development of the grant application, as well as the indispensable support of Strategic Development.

2024 Objective 19: Stimulate economic and academic development through photonics education and partnerships (pending feasibility study and RCCD approval)

2024 Objective 20: Stimulate regional arts development

- Orange County School of the Arts (OCSA) continues to be interested in building a middle college program (possibly beginning with eighth grade) at Norco College, which would create a pipeline for arts students and bring opportunities for use of arts conservancy space at the College. Norco College is coordinating with RCC on how to address this interest in a collaborative manner.

College Transformation

Goal 8 (Programs): Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs

2024 Objective 21: Develop comprehensive breadth of academic programs

- Faculty can register for upcoming Open Educational Resources (OER) webinars, offered through the Academic Senate for California Community Colleges' [OER Task Force](https://cccconfer.zoom.us/meeting/register/cc1065e8757e6b3466858a512be5123a), by clicking on this link: <https://cccconfer.zoom.us/meeting/register/cc1065e8757e6b3466858a512be5123a>.

Here is a list of upcoming webinars:

- March 29, 9:30 to 10:30 - Economics
- April 5, 9:30 to 10:30 - Foreign Languages
- April 12, 9:30 to 10:30 - Computer Science
- April 19, 9:30 to 10:30 - Chemistry
- April 26, 9:30 to 10:30 – Geography

2024 Objective 22: Develop CTE programs and industry credential related to regional needs

- Dr. Kevin Fleming, interim vice president of Strategic Development, is in contact with a group called Powerminds, which connected him to [Credential Engine](#), a non-profit organization that has created an online credential registry. Dr. Fleming is having a conversation to learn more about how the College can benefit students by embedding certification into credentials.

2024 Objective 23: Develop and implement plan for non-credit and non-credit-enhanced programming

- Norco College has 66 non-credit courses and 16 non-credit programs in various stages of development.

2024 Objective 24: Develop and implement plan for expanded athletics offerings

2024 Objective 25: Add capacity to existing disciplines that have been consistently growing since 2010

2024 Objective 26: Add capacity to student services

2024 Objective 27: Add capacity to academic support services

- Watch for a remodeling in the lobby area and hallway on the lower level of the library outside of the Learning Resource Center (LRC) after spring break, with new furniture and a new

configuration to provide a welcoming space for students to relax and study. New furniture will include comfortable seating as well as small laptop-sized tables.

- To create a more flexible space in the LRC for students to study as well as to meet with SI leaders and tutors, the center is undergoing a remodeling and refurnishing. New modular tables can provide more seating within the LRC, and tutoring spaces are being resized to provide for one larger room for 14-16 students as well as three smaller rooms that will seat six to eight.
- Writing and study skills workshops are coming to the LRC! Workshops on MLA format, study skills and time management, crafting a thesis and topic sentences, and other writing and learning strategies will be offered at specified college hours beginning March 28. Thanks to Nikki Capps, associate professor of English, for her assistance in making this happen! For more information and a schedule of workshops, see the March 21 nor-all email from Albert Jimenez, LRC director, titled "LRC SP 19—Writing and Study Skills Workshops," or call the LRC at (951)739-7896. Workshops are facilitated by peer tutors and LRC staff. Let your students know!

Goal 9 (Effectiveness, Planning, and Governance): Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college

2024 Objective 28: Make program, student, and effectiveness (including assessment) data available, usable, and clear so that it will make critical data visible in real time

- Norco College sent a team to the IEPI (Institutional Effectiveness Partnership Initiative) workshop titled Connecting the Dots: Data-Informed Integrated Planning.

2024 Objective 29: Develop integrated planning processes that include all college plans, accreditation self-study, and alignment with district and statewide plans so that decision-making and resource allocation are made on the basis of the college mission and plans

- Dr. Bryan Reece, Norco College president, sent a second draft of the Educational Master Plan (EMP) to nor-all on March 13 attached to an email with the subject line, "2030 Educational Master Plan Draft 2 (031319)." As Dr. Reece's email explains, the EMP draft "includes an analysis of our vision and goals for 2030, our 5-year strategic plan and our 1-year implementation plan." In March and April, the second draft EMP will be reviewed and discussed by shared governance committees, with a third draft to be available May 1. See also President Reece's March 21 nor-all email titled "Norco College at a crossroads" for further discussion about the EMP's purpose and process.
- In Accreditation 2020 news, the Standards committees are finishing revisions and evidence-gathering. After April 2, Standards committees will be done with their sections and the accreditation co-chairs will be editing the draft in preparation for distribution of the full self-evaluation draft to nor-all at the end of April.

2024 Objective 30: Develop, evaluate, and monitor our governance and decision-making processes so that decision-making and resource allocation are made on the basis of the college mission and plans and involve all constituent groups as appropriate

- A draft Resource Request Procedure (RRP) for 2019-2020 was discussed at ISPC on March 6. This draft of an 11-step resource allocation model delineates a process of attaining resource requests from program review; area managers then collaborate with staff and faculty to develop the initial prioritization. A copy of this draft is in the appendix of this newsletter.

Goal 10 (Workforce): Expand workforce to support a comprehensive college and develop/sustain excellent workplace culture

2024 Objective 32: Achieve and maintain "Great College to Work For" status across all categories

- Remember to complete the [Great Colleges to Work For](#) 2019 survey, which was linked in an email sent Monday, March 11. The deadline is Monday, March 25.

2024 Objective 33: Develop more diverse and culturally competent workforce across all employee groups

- The College is in hiring mode with a number of search committees underway.
- The District and the Faculty Association are negotiating a golden handshake for the 2019-2020 academic year.

Goal 11 (Facilities): Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts

2024 Objective 34: Reach 78% of our 2030 comprehensive college goal for assignable square footage; go from approximately 169,000 to approximately 314,000 assignable square footage

2024 Objective 35: Develop and maintain Facilities Master Plan

- Keep your eyes open for opportunities to take part in planning the future Norco College! Open houses to review new Facilities Master Plan (FMP) concepts and have an opportunity to provide feedback are planned for April 2, April 30, and May 14 in CSS 217 from 12:50 to 1:50 p.m. For more information, click [here](#) or visit the FMP micro-communication [website](#).

2024 Objective 36: Build out funded projects

- The College's architect is currently working on construction drawings for the new Veterans Resource Center, with an anticipated construction start in fall 2019.

2024 Objective 37: Build sustainable and safe college campus

- Facilities has replaced the school pole banners throughout campus. You will see new directional signage and photos of our awesome students in action. The project was made possible by the Strong Workforce grant.

2024 Objective 38: Develop housing solutions for target groups

2024 Objective 39: Develop short-term and long-term plans for four Schools' buildings/areas

2024 Objective 40: Add transitional facilities for temporary needs

2024 Objective 41: Enhance transportation infrastructure

- For the Go Pass program, which allows students to use their student

ID cards as bus passes, Riverside Transit Authority (RTA) has proposed an increase in student transportation fee from \$5 to \$5.50 for part-time students and from \$7 to \$8 for full-time students, the first fee increase in 11 years. The increase must be approved by the students in order to provide a new five-year agreement between the District and RTA.

2024 Objective 42: Develop and implement plans for off-campus facilities

- The College received the second draft of the Ingall's Hall Feasibility Study to determine the costs associated with renovating the 1940s-era building on the CRC facility to meet current operational code requirements. This study is a partnership between the California Department of Corrections and Rehabilitation and Norco College, with the intention of increasing inmate education and creating the first "college behind bars," thus reducing inmate recidivism.

Goal 12 (Operations): Implement professional, intuitive, and technology-enhanced systems

2024 Objective 43: Develop intuitive, compressed, and technology-enhanced systems, integrated planning processes, and information

- The College is doing Salesforce profiling for early adopters to learn about artificial intelligence. Two brown bag sessions will be scheduled, open to anyone who is interested.
- Diana Meza, public affairs officer, can now be found at the Center for Workforce Innovation, located at 1801 East Third Street, Suite 102, in the Norco Campus Business Park. College employees can stop by to see her about advertising a specific program or event and



communication plans. She can help with content creation, event planning, media relations, internal/external communications, crisis communications, community relations and branding. Also, she is always looking for success/feel good stories to pitch to the media and add to the external newsletter. Diana's phone number is (951) 738-7730, and her email is Diana.Meza@rccd.edu.

2024 Objective 44: Improve employee operational systems

Goal 13 (Resources): Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals

2024 Objective 45: Reach 78% of our 2030 comprehensive college goal for general fund; go from approximately \$40.7 M to approximately \$60.4 M in general fund annual dollars

2024 Objective 46: Implement more professional budgeting systems

2024 Objective 47: Coordinate with RCCD to establish a BAM that allocates funding more equitably by resident population

2024 Objective 48: Expand non-general fund sources

2024 Objective 49: Collaborate with RCCD to secure state/federal legislation in support of strategic goals

- Norco College is supporting Senator Richard Roth's bill [SB-563: College and Career Access Pathways Pilot Program](#) with a letter of support. Legislation would fund additional much needed wrap-around services through Norco College at five regional high schools for dual enrollment.

2024 Objective 50: Launch a Norco College auxiliary for revenue-generating projects and programs

2024 Objective 51: Develop public-private partnerships to support strategic goals (especially facilities)

- The Center for Workforce Innovation (CWI) housed at the Norco Campus Office Park is pleased to share our partnership in support of Corona-Norco Unified School District's (CNUUSD's) K-12 Strong Workforce Proposal titled "CNUUSD WBL+." The purpose of the proposed project is to connect CNUUSD students with work-based learning opportunities, including Norco College's apprenticeship and work experience courses. If awarded, Norco College will work with CNUUSD to expand available youth apprenticeships in advanced manufacturing as well as apprenticeships for incoming Norco College students from CNUUSD.
- Strategic Development and the Veterans Resource Center are in conversations with a 501(c)(3) foundation called Heroes Deserve Help, which provides desktop computers, tablets, and laptops to veterans who are continuing their education, involved in apprenticeship programs and/or starting small businesses and are in need of technology.
- Early child education faculty are involved in collaborating to guide a request for qualification for public-private partnership entities to complete the financing and operation of a new early child development center and lab environment.
- **Hey, Look!** The second annual [Dinner with the President](#) fund-raising event takes place April 18. **Discounted tickets are available to Norco College employees** at \$70 per person (regularly \$100, limit two). To take advantage of this opportunity, please drop off *cash* or *check* at the President's Office. Checks should be made payable to the RCCD Foundation.

Student Transformation

Goal 1 (Access): Expand college access by doubling current headcount and FTES

2024 Objective 1: Reach 78% of our 2030 comprehensive college goal for FTES; go from approximately 7,300 to approximately 9,900 FTES

- Because of Callapooloza, the call center for spring 2019, students enrolled in 7,316 more units, resulting in approximately 243.8 FTES back to the District. Between January 23 and 31, 6,348 students were contacted. Thanks to all who participated in this personal outreach!

2024 Objective 2: Develop intuitive and efficient onboarding processes

2024 Objective 3: Expand enrollment with strategic groups

Goal 2 (Guided Pathways): Improve four-year completion rates by flipping the “20/80 to 80/20”

2024 Objective 4: Implement Guided Pathways model

- Strategic Development has engaged with a contractor who will document the College’s history with Guided Pathways. Many who have been invested in the program are being interviewed so we will be able to share the College’s story in the future.
- Norco College was being interviewed by the [Education Insights \(EdInsights\) Center](#), a research and policy center located at Sacramento State University, the week of March 18 for a report that will be going to the state chancellor’s office. The center is gathering information about colleges’ experiences in developing and implementing Guided Pathways.

2024 Objective 5: Improve completion metrics

- *Mark your calendar!* The 2019 Commencement Ceremony will be Friday, June 7, 6 p.m., at the soccer field.

Goal 3 (Equity): Close all student equity gaps

2024 Objective 6: Eliminate disproportionate access

- A team from Norco College, led by Dr. Gustavo Ocegüera, dean of grants and student equity initiatives, attended the [Center for Urban Education \(CUE\)](#)’s Student Equity Planning Institute this month.

2024 Objective 7: Eliminate disproportionate success

- Fifteen participants from Norco College (three faculty, one administrator, and 12 staff) attended the March 15 Spring Student Equity Summit, which took place at the Moreno Valley Conference and Recreation Center, titled Understanding Our Students. Norco College, Moreno Valley, and Riverside City College co-sponsored the event.

Goal 4 (Professional Development): Implement PD around GP and equity framework; foster a culture of ongoing improvement

2024 Objective 8: Launch professional development program/infrastructure

2024 Objective 9: Develop certification programs for core constituent groups around equity/GP framework

Regional Transformation

Goal 5 (Regional Organization): Help establish a distinct regional identity and organization

2024 Objective 10: Develop regional outreach and recruitment systems

2024 Objective 11: Help develop regional identity, collaboration, and organization

Appendix: DRAFT Resource Request Procedure (RRP)- FY 2019/20



DRAFT Resource Request Procedure (RRP)- FY 2019/20

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Resource Requests should not include faculty positions nor currently budgeted on-going operational needs (e.g., annual instructional supplies).

Program Review at Norco College is on a three-year cycle, with all units undertaking comprehensive Program Review in 2017. Each subsequent year, annual goals are updated as needed, and college units submit Resource Requests related to program goals, in alignment with the College mission, strategic plan, budget priorities and intended outcomes. This planning starts in March of every year to ensure appropriate connection and timing related to college budget processes and institutional planning needs.

1. College Budget priorities for FY 2019/20 are discussed and determined by BFPC (*February 2019*)
2. The Resource Request process is initiated in program review by area managers. (*March 2019*)
 - Requests include items identified and justified in program review:
 - a. Items not funded in the previous year (these are rolled over if not funded)
 - b. New items that were not listed in program review but are needed now to achieve outcomes.
 - c. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities needs and non-faculty personnel).
3. Area managers work with faculty and staff to prioritize Resource Requests each year. (*Due May 15, 2019*).
 - Full-time faculty requests follow the Academic Planning Council process.
 - The requests need to be prioritized by the program areas, including direct ties to college mission, strategic plan, budget priorities and intended outcomes.
 - Area managers identify top priorities for their areas.
4. Area vice presidents reviews prioritized list with respective departments/divisions and communicate the availability of possible funding. Some requests might be funded by grants or categorical funds. (*August 30 2019*)
5. Area vice presidents present prioritized Resource Request for their entire area to the appropriate planning council (BFPC, SSPC, and AAPC) for discussion. (*September, 2019*)
6. Area Vice Presidents present Planning Council funding priorities to President's Cabinet for analysis in accordance with strategic plan. (*September, 2019*)
7. Business Services begins allocation of funds for prioritized items based on funding availability, provides GL accounts for funded items and provides rationale for unfunded items. (*October-November, 2019*)

Rationale for Unfunded Items:

1. Request not related to College Mission
2. Request not related to Strategic Plan
3. Request does not meet budget priorities
4. Request not related to intended outcomes
5. Funding not available/Insufficient funding
6. Low priority request
7. Not enough information provided.

8. Area leaders work with faculty and staff to process purchases of funded Resource Requests. *(November 2019-April 2020)*
9. *Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years. (July 2020)*
10. Annual institution wide evaluation of effectiveness of the Resource Request Procedures (RRP) takes place, results are analyzed to enable continuous improvement. *(November 2019)*
11. Area VP reviews unfunded Resource Requests for FY 19/20 and funds additional requests according to priority previously established. (If additional funding exist). *(February 2020)*