

# NORCO COLLEGE REGULAR UPDATE



November 16, 2018

Hello, Mustangs!

***Happy Birthday to the Regular Update!*** This week, the newsletter is one year old. Check out what we were up to one year ago: [Regular Update, November 17, 2017](#).

Below is the newest Norco College Regular Update, following the outline for the draft Big Us Plan. We're in the middle of dialogue around a new Strategic Plan that uses The Big Us Plan as its framework, so this structure may be modified over time. Feel free to send along your comments about the newsletter to [Regular.Update@norcocollege.edu](mailto:Regular.Update@norcocollege.edu). In case you've missed any issues, all Regular Updates are archived on the President's webpage: <http://www.norcocollege.edu/about/president/Pages/Regular-Update.aspx>.

Happy reading!

## **1.0 STUDENTS—Norco College will improve student completion rates, close the equity gap and expand the college-going rate throughout the region.**

### **1.1 Improve College Completion Rates**

- As of November 6, the [Completion Initiative Workgroup](#) has a new name, the Guided Pathways Workgroup, signaling the institutionalization of the original initiative. Also at the November 6 meeting, the workgroup revised its mission. In fact, there are two mission statements, the first for the ongoing workgroup, and the second for the group involved in the [California Guided Pathways Project](#) (GP 20), of which Norco College was one of 20 colleges in the state selected to participate through fall 2019.
  - *Mission:* The Guided Pathways Workgroup (formerly the Completion Initiative Workgroup) supports the successful development, implementation, and institutionalization of the guided pathways framework and services. As a result, the college community is engaged with students throughout their journey of study and discovery, with the goal of helping ALL students develop and achieve their education and career goals.
  - *Mission:* The GP 20 Workgroup guides the development, implementation, and institutionalization of the guided pathways framework. As a result, the Guided Pathways Workgroup has a clear charge to move forward with the cross-functional changes needed to implement the framework college-wide, AND resources are aligned to efficiently accomplish GP goals on behalf of our students. In fall 2019, GP 20 is expected to end, at which time this workgroup will fold into the Guided Pathways Workgroup.
- The final fall 2018 meeting of the Guided Pathways Workgroup (formerly the Completion Initiative Workgroup) will be December 4, 2:00-4:00 p.m., in ST 107. All are welcome!

## 1.2 Close Equity Gap

- A full-day retreat for “newer” faculty (faculty hired within the past three years) was held on Saturday, November 3, focused on equity-minded teaching. Dr. Tabatha Jones Jolivet, assistant professor in the Department of Higher Education at Azusa Pacific University, was the guest speaker.

## 1.3 Expand College-Going Rate in our Service Area

- Congratulations to Eva Amezola, Upward Bound director, and her staff for receiving three Upward Bound supplemental grant awards of \$40,000 each. This funding will be utilized to support the existing Upward Bound programs at Corona, Norte Vista, and Centennial high schools.
- The College is speaking with Miguel’s Restaurant Company (which has both full-service restaurants and fast-service restaurants called Miguel’s Jr. in this area) about developing an apprenticeship program for some of the emerging leaders at their company. In alignment with our retail management program of study, Charles Henkels, apprenticeship director; Dr. Gail Zwart, professor of business administration; and Patty Worsham, associate professor of business administration, are leading the vetting of ideas and exploring possibilities to increase the college-going rate of these hospitality workers in our service area.
- We want all high school students in our region to know about Norco College and consider us following their graduation! To help increase brand awareness, Corona-Norco Unified School District has provided Strategic Development with classroom counts for each of the district’s high schools (totaling nearly 700), and Strategic Development is exploring the idea of purchasing Norco College pennants to hang in every single high school classroom.

## 2.0 **REGION—Norco College will play a leadership role in regional economic and academic development.**

### 2.1 Implement Key Stakeholders Communication Strategy

### 2.2 Promote Economic Development in Region

- On November 13, Dr. Maureen Sinclair, project director for the California Career Pathways Trust (CCPT) grant, testified at the California Senate Select Committee on Career Technology and the New Economy hosted by the office of Senator Richard D. Roth in the 31<sup>st</sup> District. Her comments focused on the value and student benefit of strong dual enrollment pathways, work-based learning, and very successful CCPT grant.
- Charles Henkels, apprenticeship director, is one of six individuals appointed by California Labor and Workforce Development Agency Secretary David M. Lanier to a new [Interagency Advisory Committee on Apprenticeship](#). The committee, whose goal is “to help increase the number of registered apprenticeship programs in high-growth occupations,” also includes designees from state workforce agencies as well as the state superintendent of public instruction and the chancellor of California community colleges.

### 2.3 Promote Academic Development in Region

- On November 13, Dr. Bryan Reece, Norco College president; Dr. Marshall Fulbright, dean of instruction; and Dr. Jessica Cobb, Next Phase director, traveled to Sacramento to meet with Brant Choate, director of the Division of Rehabilitative Programs, and other California Department of Correction and Rehabilitation officials. We were also joined at the meeting by leaders from the Claremont Colleges’ Justice Education Initiative and members of Senator Kamala Harris’s staff. At the meeting, Brant Choate voiced strong support for the development of a five-year plan to expand Norco College’s program at California Rehabilitation Center (CRC), including improving existing buildings to accommodate classrooms. He was also enthusiastic about our proposal to develop an AA to BA pathway at

- CRC, provided by Norco College and the Claremont Colleges. This would be only the second AA to BA pathway in the state and one of only a few such pathways throughout the nation!
- The RCCD Foundation Century Circle generously awarded a Priority Area Focus Grant of \$4,999 (the grant maximum) to support the growth of the Liberated Scholars organization for Norco College students who have been impacted by their own incarceration history or the incarceration of a loved one. The funds will be used for student recruitment activities, training and leadership development, materials and supplies, and support for student mentors.
  - Jessica Dobson, associate professor of English; Janet Hill, assistant professor of sociology; Dr. Lisa Nelson, associate professor of English; and Dr. Jessica Cobb, Next Phase director, returned from the National Conference on Higher Education in Prison in Indianapolis re-energized to keep doing great work at CRC. The conference was an amazing opportunity to strengthen the network among prison educators from various California community colleges and to learn from educators in other states and other systems of higher education.

## 2.4 Promote Community Development in Region

### 3.0 **PROGRAMS—Norco College will become a comprehensive college with programs and services that are expansive and perform at levels of excellence.**

#### 3.1 Develop/Expand/Improve Instructional Programs

- At the November 13 meeting, the Board of Trustees approved the [parameters of the feasibility study](#) for the proposed Photonics Education and Research Center. The College's Executive Cabinet is currently vetting consultants to organize an economic impact study and to help us organize and write the report.
- [The North America Scholastic Esports Federation](#) enthusiastically invited Norco College to be the inaugural community college to participate and compete in their eSports league. James Finley, associate professor of game development; Dr. Mark Hartley, dean of Student Life; Dr. Brian Reece, Norco College president; Dr. Maureen Sinclair, project director for the California Career Pathways Trust (CCPT) grant; Dr. Kevin Fleming, Strategic Development; and Andy Robles, associate professor of mathematics and STEM Club advisor, are working to establish an eSports club on campus as well as conducting outreach to feeder high schools, all in collaboration with the [Samueli Foundation](#). UC Irvine's championship eSports team is also deeply involved with the Samueli Foundation and the Esports Federation; talks have started with UCI regarding a transfer pathway from Norco College to its School of Engineering, computer science program, and Esports team.
- The Norco Assessment Committee (NAC) has recently announced via email (see the nor-faculty email of November 14 titled "NAC SLO Reporting Form and Tracking Document") a simplified process for reporting SLO assessments. You can now just fill out an easy online form, [bit.ly/SLOReport](http://bit.ly/SLOReport), and the data will be entered into Nuventive (TracDat) for you! Please share this link with others who may find it useful. If you have any questions about the form and its process, please contact Dr. Laura Adams, assessment coordinator, at [laura.adams@norcocollege.edu](mailto:laura.adams@norcocollege.edu) or Dr. Kevin Carlson, assessment and research manager, at [kevin.carlson@norcocollege.edu](mailto:kevin.carlson@norcocollege.edu) for help.
- Are you unsure if you need to do any SLO assessments? NAC has also updated a spreadsheet that specifies which courses and SLOs still need to be assessed by fall 2019 for the accreditation visit the following spring. Please review the spreadsheet at [bit.ly/SLOTracking](http://bit.ly/SLOTracking). If you have any updates or would like some support, please contact Dr. Adams at [laura.adams@norcocollege.edu](mailto:laura.adams@norcocollege.edu) or Dr. Carlson at [kevin.carlson@norcocollege.edu](mailto:kevin.carlson@norcocollege.edu). Laura and Kevin can help you (a) plan future assessments and/or (b) examine past courses

to gather SLO assessment data. (See the nor-faculty email of November 14 titled “NAC SLO Reporting Form and Tracking Document” for more details.)

- Finally, a reminder to faculty to not include identifiable student information in SLO assessment results (such as student names or IDs). It is best to give descriptive, group summaries of SLO results.

### **3.2 Develop/Expand/Improve Student Support Services and Programs**

- On November 5, the District launched EduNav, an academic planning and registration tool that supports guided pathways, to an initial group of 3,000 students. The system will be tested and improved, as needed, prior to Districtwide deployment in 2019. For more information, click here, <https://www.norcocollege.edu/services/counseling/Pages/edunav.aspx>, and see the RCCD-all November 5 email from Dr. Wolde-Ab Isaac, District chancellor, titled “EduNav Launches to RCCD Students.”
- Two-term enrollment for winter and spring 2019 together began on November 13 for students with priority registration, with general student registration beginning November 19. Specific registration dates are available on the [2018-2019 Admissions and Records timeline](#).
- Norco College has received a \$60,686 allocation from the state Chancellor’s Office under the Hunger Free Campus program to address our students’ need for food.

### **3.3 Achieve Program/Pathways Excellence**

## **4.0 EMPLOYEES—Norco College will nurture a workplace that feels like family, provides opportunity to grow, and attracts the highest quality employees.**

### **4.1 Establish Cohesive Professional Development**

### **4.2 Create Professional and \_\_\_\_\_ (Warm? Engaged? Family? Joyful?) Workplace Environment**

- Every week, colleagues internally at the College, throughout the District, or out in the community go the extra mustang-mile. To help cultivate a culture of appreciation and thankfulness, Desiree Wagner in Strategic Development has created Norco College-branded “thank you” cards that can be used to recognize such efforts. Please contact Dr. Fleming at [kevin.fleming@norcocollege.edu](mailto:kevin.fleming@norcocollege.edu) if you did not receive a set of 10 in your mailbox. Additional cards may be ordered through the District’s print shop.

### **FACULTY NEWS**

- Dr. Laura Adams, associate professor of psychology and Norco assessment coordinator, gave a talk at the Riverside County Training Institute’s inaugural Mental Health Colloquium. There, she presented evidence-based strategies for supporting mental health and resilience in children. For her work, she received a certificate of recognition as an Outstanding Advocate for Mental Health Awareness—showing how much her work and professional contributions are valued and appreciated. Congratulations, Dr. Adams!
- Nikki Capps, associate professor of English, wants to share some excellent news about Norco College’s chapter of Phi Theta Kappa (an international honors society). Six of the College’s PTK officers and Nikki attended the PTK Leadership Conference at the Double Tree Hilton in San Diego on October 19 and 20. There, students were able to gain leadership and recruitment skills as well as network with other PTK chapters from California and Nevada. This has definitely been beneficial for them, as PTK now has 23 new members. More importantly, several PTK students are in the running for the Jack Kent Cooke scholarship and the All-California Academic Team! Awesome work, Professor Capps, and great work, PTK students!

- Dr. Dominique Hitchcock, professor of Spanish and French, has reached out to faculty in world languages at California State University, San Bernardino (CSUSB), to set up an informal process for graduate students to learn about teaching at a community college. The idea stems from her interactions with recent master’s degree graduates interested in teaching, many of whom had not been given an opportunity to acquire teaching skills or were not familiar with community colleges. This semester, Dr. Hitchcock is working with three students who are one to two semesters from earning their master’s degrees and are currently enrolled in a CSUSB graduate course on second-language acquisition. These students are visiting a Norco College Spanish class three to six hours a week, taking notes, and often discussing teaching techniques with Dr. Hitchcock after class. They also attended the Poetry Performance at the library on November 1 and attended one of the Teaching and Learning Committee (TLC) meetings. Though this is an informal opportunity worked out between Dr. Hitchcock and CSUSB faculty, she hopes the university will institutionalize the practice to provide opportunities for future graduate students. Many thanks to Dr. Hitchcock for her commitment to students and to the profession!

#### **4.3 Hire Great Employees**

- *Welcome, Dr. Kaneesha Tarrant!* Dr. Tarrant’s first day as vice president for Student Services was November 14. Prior to coming to Norco College, Dr. Tarrant served as vice president of Pathways and Student Affairs at Los Angeles Trade-Technical College. Before this, she held a number of dean positions related to student services and outreach at other institutions. Dr. Tarrant was also an adjunct assistant professor at USC for 12 years. Her experience has, in fact, previously brought her to Norco College, where she was a student activities coordinator in 2005. Dr. Tarrant’s office is in Student Services 220.
- **Wow!** On November 16, the College hosts its first-ever [Part-Time Faculty Job Fair](#) with over 80 interviews scheduled. The College is excited about this opportunity to have vetted, hired, and processed paperwork for applicants all in one day, a process that previously took months. Thanks to Susan Boling, human resources liaison, who took the lead on this project, as well as Dr. Jason Parks and Dr. Marshall Fulbright, deans of instruction, and their hard-working administrative assistants, Elaina McDonald and Claudia Figueroa.

#### **4.4 Promote Advancement Opportunities**

### **5.0 FACILITIES—Norco College will construct a beautiful, inspiring and “green” college campus with ample space for all programs and student needs.**

#### **5.1 Build Critical Facilities Identified within Comprehensive Master Plan**

- The constituent-based proposal evaluation team for the Facilities Master Plan met on October 31 to identify the highest scoring design teams to interview. Three teams will be toured through campus and interview with the committee November 20-27. The process is still on track to select a firm to recommend to the Board of Trustees for approval at its December meeting, with a contract and work kick-off shortly thereafter.

#### **5.2 Develop and Maintain Beautiful Landscaping/Hardscaping**

#### **5.3 Keep Transportation Flowing and Provide Sufficient Parking**

- Parking Lot B will be crack-sealed, slurried, and restriped over the Thanksgiving break.

#### **5.4 Build Sustainable College Campus**

### **6.0 OPERATIONS—Norco College will design professional, collaborative, efficient and intuitive systems/processes.**

#### **6.1 Maintain Accreditation Status through Continuous Quality Improvement**

- Standard committees are working on revisions of their sections, which are due by December 3. Over the next three weeks, committee co-chairs will be meeting with one or more of the College's accreditation co-chairs to work on their drafts.
- During winter session, the accreditation co-chairs will review and edit the full revised ISER in preparation for spring, when we will continue to update the self-evaluation (as needed) and work on the Quality Focus Essay.

## **6.2 Practice Effective Planning, Assessment, and Shared Governance**

- President Reece has convened an advisory group nicknamed the "Norco Leadership Team" comprised of leadership representatives from Academic Senate, Classified Senate, ASNC leadership, CTA leadership, CSEA leadership, the four VPs, and ISPC leadership. The group will convene monthly, or as needed, to provide stakeholder input. The group represents all leadership on campus and provides constituents with the opportunity to speak openly, honestly, frankly, and collectively on some of the College's biggest challenges. It also helps get rid of all the candy that Denise keeps putting in his office.
- **The Big Us Plan Retreats** continue with an evening retreat on December 6, 5:30-8:00 p.m. See the November 14 nor-all email from President Reece titled "Big Us Plan Retreat #6 | RSVP Today" for more information and a link to reserve your space. President Reece explains that retreat discussions are "focused on the college we want to become over the next 20 years and how we plan to make meaningful progress toward this big goal." The Big Us Plan will shape other planning documents underway this academic year.
- The Educational Master Plan is moving forward. A draft is expected in December, with completion of the plan in spring in time for Board of Trustees approval in April or May. The College is beginning to transition to the new plan's framework, with responses to gaps and recommendations being incorporated through the process.
- At the Institutional Strategic Planning Council's (ISPC) November 7 meeting, Dr. Greg Aycock, dean of Institutional Effectiveness, presented information on annual evaluations, including the 2017-2018 Annual Progress Report, the final one for this 5-year Strategic Plan. Highlights for Annual Progress Report include increase in math pipeline completion, degree completion, and development of student educational plans. Data shows initial increases but then a recent plateau in students who began basic skills in their first year. Employee participation in inclusiveness events exceeded expectations. Objectives needing attention include success and retention rate as well as completion rate, especially for certificates and AA degrees. Overall, 38 metrics met the 5-year targets, 21 are within 90%, and 22 are less than 90% of the targeted goal. Also at the November 7 ISPC meeting, Dr. Aycock presented the 2017-2018 Annual Evaluation Report, which reviewed the procedures for evaluating the College's planning processes, and reviewed key findings from each of the procedures conducted in 2017-2018.

## **6.3 Develop, Organize and Implement Professional Communication Systems**

- The new Norco College website is expected to launch December 14.
- Technology Support Services (TSS) is currently working on updating the Norco College instructional/administrative hardware inventory and developing an updated hardware standard and total cost of ownership for new hardware. This information, along with other revisions to the College's Technology Plan, will be addressed by the Technology Committee in December.

## **6.4 Automate/Streamline/Modernize Operational Processes**

# **7.0 RESOURCES—Norco College will expand general funds, increase grants, secure appropriations and raise private funds to build/sustain our vision.**

## **7.1 Improve Budgeting Practices**



- The District Budget Advisory Council (DBAC) subgroup met on November 13 to continue its work on revising the district budget allocation model (BAM). The component of the BAM that is currently being worked on is developing a model to establish the costs of instructional disciplines across the colleges. This component is the first step in revising the BAM, which will help inform the revenue required to meet the current needs of the colleges.
- Dr. Michael Collins, vice president for Business Services, reports that at the November 9 Big Us Plan retreat, a breakout group focused on “Improving Budgeting Practices” provided rich data that helps frame the College’s continuous improvement plans related to budgeting, specifically in short-term, mid-term, and long-term checkpoints. Key areas of discussion were budget preparation and planning, budget monitoring, and resource allocation request processes.
- On November 13, the Business and Facilities Planning Council (BFPC) discussed the draft College mission statement, reviewed and provided feedback on the BAM revision principles, reviewed and discussed the BFPC statement of purpose, and reviewed the prioritized business and facilities resource allocation requests for the 2018-2019 fiscal year. The prioritized BFPC resource requests will next travel to ISPC for review.

## **7.2 Revise Resource Allocation Model**

### **7.3 Resource Development**

- At its November 7 meeting, ISPC approved the College’s indirect reinvestment procedure. Starting this fiscal year, half of all realized indirects received from grants will be reinvested into future fundraising efforts and the other half will be reinvested into current needs.
- ISPC has asked Strategic Development to convene an external-revenue workgroup to discuss guiding principles and parameters for receiving external resources and grant funds. Joined by RCCD Foundation leadership, the workgroup will meet November 28.

### **7.4 Partnership/Collaboration Development**

- **Hey, Look!** Individual ticket, table, and sponsorship opportunities are now available for the College’s annual fundraiser and external engagement event: [The 2019 Dinner with the President](#). More information and a flyer—which can be shared with friends, neighbors, and others—is found in a November 14 nor-all email from Dr. Fleming titled “2019 Dinner with the President.”
- Strategic Development, led by Jim Reeves, interim program director for the NSF National Center for Supply Chain Automation, in partnership with Student Services, is reaching out to local hotels to secure emergency vouchers for Foster Youth and other students who experience sudden and unforeseen homelessness. Also, a meeting with a community non-profit group, Inspire, took place to explore options for housing Foster Youth students in residential homes here in the immediate community.
- The College is entering into exploratory conversations with New America, a nonprofit organization, about developing [Youth Apprenticeship Pathways](#) that begin in K-12.
- **Wow!** In partnership with the RCCD Foundation, we recently learned that Norco College has over 4,000 alumni. A fair number of these former students graduated from multiple programs. Conversations are beginning about establishing an alumni network. Please contact Dr. Fleming at [kevin.fleming@norcocollege.edu](mailto:kevin.fleming@norcocollege.edu) if you are interested in assisting with the development of a Norco College Alumni Association.