

# NORCO COLLEGE *REGULAR UPDATE*

September 21, 2018

Hello, Mustangs!

Below is the newest Norco College Regular Update, aligned to the College's seven Strategic Planning Goals. Many thanks to the administrators, staff, and faculty who contribute to the newsletter! In case you've missed any issues, all Regular Updates are archived on the President's webpage:

<http://www.norcollege.edu/about/president/Pages/Regular-Update.aspx>.

Happy reading!

## **Strategic Goal 1: Increase Student Achievement and Success**

Completion Initiative and Guided Pathways

- All are invited! The [Completion Initiative](#) workgroup meets the first Tuesday of each month from 2:00 to 4:00 p.m. in ST 107. Upcoming meetings for fall 2018 are October 2, November 6, and December 4.

## **Strategic Goal 2: Improve the Quality of Student Life**

Disability Resources

- The College is researching a project that would increase Americans for Disability Act (ADA) accessibility to campus directly from parking lots B and D. This project aligns with the College's ADA transition plan and meets the accessibility needs of the college community.

## **Strategic Goal 3: Increase Student Access**

Call Center

- Revised after-census numbers for the fall 2018 call center—dubbed Callapooloza—show 2,677 students enrolled following call center activities, resulting in 5550.5 units or 185 FTES. Included for fall 2018, Admissions and Records and Counseling added early and proactive onboarding efforts by reaching out to specialized groups, such as first-time students and those facing issues of blocked registration.

Early Registration

- Multi-term registration for winter and spring 2019 begins November 13 for all students across the District.

Enrollment Management

- At the Academic Planning Council (APC) retreat in September, led by deans of instruction Dr. Jason Parks and Dr. Marshall Fulbright and dean of Student Services Dr. Tenisha James, department chairs looked at the class schedule from the point of view of students in programs. Chairs considered classroom use and scheduling and ways to more effectively coordinate course offerings for greater student access.
- The Enrollment Management workgroup has completed a new draft of the Enrollment Management plan, which appears in Appendix B below. The workgroup, newly formed this summer as an outgrowth of attending the California Community Colleges Enrollment

Management Academy in July, consists of Dr. Samuel Lee, vice president of Academic Affairs; Dr. Michael Collins, vice president of Business Services; Mark DeAsis, acting vice president of Student Services; Dr. Greg Aycok, dean of Institutional Effectiveness; Dr. Jason Parks and Dr. Marshall Fulbright, deans of instruction; Dr. Tenisha James, dean of Student Services; Dr. Peggy Campo, associate professor of anatomy and physiology; and Melissa Bader, associate professor of English. Dr. Lee welcomes your thoughts in response to the plan: [samuel.lee@norcocollege.edu](mailto:samuel.lee@norcocollege.edu).

- Enrollment Management workgroup meetings—open to everyone!—are scheduled for the first Thursday of each month (October 4, November 1, and December 6), 9:00-10:30 a.m., in ST 107.

#### High School Partnership Program

- Norco College is presenting at the statewide Dual Enrollment Partnership Conference on September 21 in Sacramento. Mark DeAsis, acting vice president of Student Services, is partnering with John F. Kennedy Middle College High School on two sessions titled “Intrusive Counseling Model.” Dr. Maureen Sinclair, director of CTE projects, is partnering with Eleanor Roosevelt High School on two sessions titled “Pathways at a Comprehensive High School.” Dr. Bryan Reece, president of Norco College, is the keynote speaker.

#### Next Phase Program

- The fall semester is off to a great start for the Next Phase Program at the California Rehabilitation Center (CRC). One hundred twenty students are enrolled in courses on the pathway to an associate’s degree for transfer in sociology. For the first time, these students are also receiving in-person counseling support from Norco College Counselor Melanie Titterud.
- CRC students are also benefiting from the development of the new English 91 support course and Math 42 course, as Norco College instructors innovate methods to support students with a broad range of educational experiences and learning styles.
- Finally, CRC officials have been working closely with Norco College to expand access to college courses through initiatives such as opening evening time slots. Continuing conversations regarding expansion of Next Phase also include a facilities tour, planned for October, to explore the potential of converting some underutilized CRC space into classroom space. We are grateful to have such a strong partnership at CRC and look forward to the Next Phase Program’s continued growth!

### **Strategic Goal 4: Create Effective Community Partnerships**

#### Community Partnerships

- On Friday, September 21, Assembly Member Sabrina Cervantes will be on campus to present Norco College with a \$6 million check to help build an Early Childhood Education Center and establish a Workforce Training Center. Everyone is welcome to come to the Rose Garden in the center of the College at 3:30 p.m. to show collective support and gratitude. Dr. Sarah Burnett, professor of early childhood education; Student Services personnel; Lorenzo “Gunny” Harmon, director of the Veterans Resource Center; and others will take part in the photo and check presentation. Feel free to wear Norco College gear (or School colors) for the picture!
- The City of Corona has invited Norco College to partner in its forthcoming Corona Innovation Center which will function as a hacker lab, maker space, and community education site for Corona residents. This is still in the early concept stages, but the College welcomes the opportunity to be a value-added partner with the City of Corona as this opportunity unfolds.
- The College continues to work with Riverside Unified School District to connect RUSD’s facilities maintenance apprenticeship program with Norco College programs of study. With

CSEA’s full support and management’s expressed need for this kind of talent development, the College is now in discussions with Human Resources and the District office to iron out the logistics.

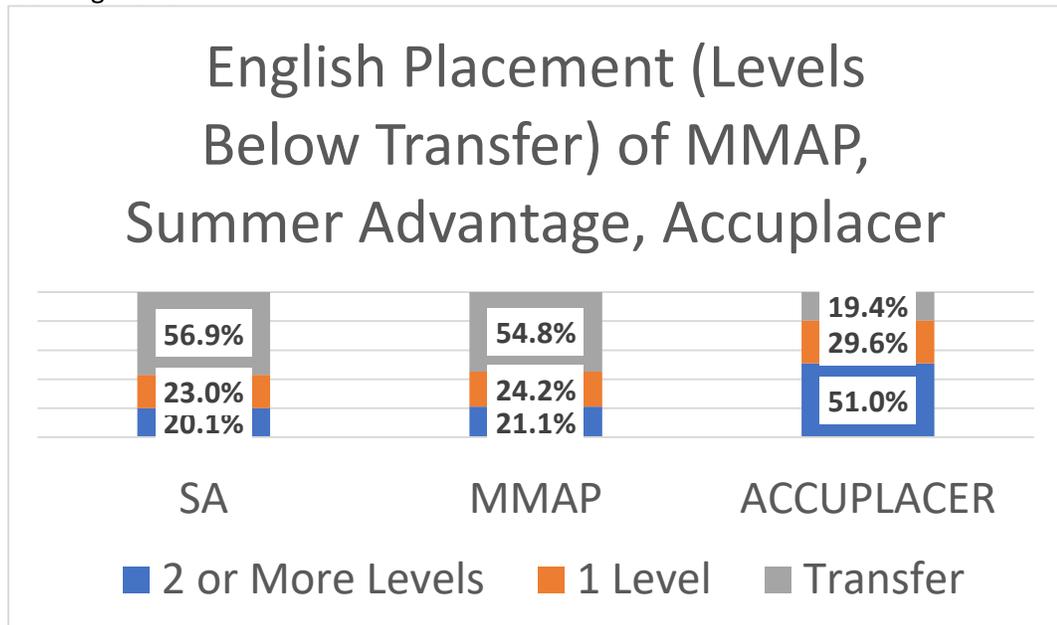
National Photonics Research Center

- On September 27, the District Strategic Planning Council (DSPC) will meet to discuss Norco College’s proposed photonics program. DSPC members will be discussing the program’s alignment with District and College mission statements, alignment with the strategic and educational master plans, proposed partnerships and support plan, and short- and long-term effects. This meeting may be an opportunity for the District and the colleges to develop written procedures for the District’s role in program and initiative development at the colleges.

**Strategic Goal 5: Strengthen Student Learning**

Communicating Quality

- English faculty Nikki Capps, Melissa Bader, and Kris Anderson and institutional research specialist Caitlin Welch will be making a presentation at the Strengthening Student Success Conference on October 3 titled, “MMAP—They’re Advancing, but Are They Learning?” The presentation includes outcomes of MMAP and concerns with maintaining academic quality in the face of such large shifts toward transfer-level placement. The slide below, from the presentation, shows two interesting things: First, Summer Advantage and MMAP resulted in very similar placement, though the two placement processes are different. Summer Advantage (in 2016) involved one or more refresher courses using a written essay for placement by the instructor. MMAP placed students based on high school coursework. The second point of interest is that transfer-level placement shifted from one in five students to about one in two students. The presentation in its entirety, along with the report on all these data, will be available on the [Institutional Research webpage](#) if you are interested in learning more.



Faculty News

- James Finley, associate professor of game development, was invited to speak at the International Game Developers Association (IGDA) Game Leadership Summit in Austin, Texas, last week. This conference has developed a strong academic presence and deals with

conversations about leadership and management in the games industry. James spoke on empowering game design team members and shifting focus from the “arbitrary” requirements placed on them to their actual performance so that they can “make intelligent, content-centric decisions.” He hopes to be invited back next year. Congratulations, James!

- Nicole Hightower, associate faculty in psychology, published her dissertation research in *Psychology and Psychiatry* this summer. Nicole’s research and article deal with the psychological attributes of college student athletes and their academic performance. Since this is a relevant, timely subject, Nicole would like to share the article: <https://www.ecronicon.com/ecpp/volume7-issue8.php>. Congratulations, Nicole!
- Megan Lindeman, assistant professor of art, recently had some of her paper-based artwork exhibited at Odd Ark LA, a contemporary art gallery. The exhibit was put together by Odd Ark and Barker Hanger. Congratulations, Megan!
- Judy Perry, professor of computer science and game development, would like to share some exciting news for and about her students. Because of the rigor of the game design courses at Norco College, students who earn two associate in science degrees and have a strong portfolio will now be accepted into Laguna College of Art and Design’s MFA in game design program. Zac, who graduated in June 2018, is one of the students who has been accepted into the program under these considerations. This is awesome news for Zac and other future game design students!
- Sigrid Williams, assistant professor of criminal justice and the administration of justice, would like to announce that she and several colleagues from California State University, Fullerton, recently published a textbook titled *California Criminal Justice System*. This text details with the entirety of California’s CJ system, from its history to specific procedures. As Sigrid says, “Many of our students will embark on local and state level careers in public safety.” Congratulations on this accomplishment, Sigrid!
- James Wilson, associate faculty in computer information systems, would like to inform the community of how, during winter 2018, four of his students applied for and were selected to participate in the Naval Research Enterprise Internship Program. This program affords college students the hands-on opportunity to work in Naval laboratories so they may engage in the processes of science and engineering. Not only is this a great networking and career building activity, but it is a select program (only 560 students were chosen last year). Congratulations to James and his students!

#### SLO Assessment

- **Questions about SLO Assessment?** The College’s new research and assessment manager, Dr. Kevin Carlson, will be holding a weekly walk-in hour where you can ask any question that you have—or simply stop by if you would like to sit down at a computer and work through Improve (aka TracDat) with him. You can find him in **IT 106 during every college hour** (Tuesday and Thursday, 12:50-1:50 p.m.) **starting September 27.**

# STUDENT LEARNING

## OUTCOMES VS OBJECTIVES

- To illustrate the difference between outcomes and the newly required objectives on course outlines of record, Dr. Laura Adams, Norco Assessment Committee co-chair, created this graphic. Dr. Adams notes that additions to the graphic are expected, but this draft may help to get the conversation started.

### Strategic Goal 6: Demonstrate Effective Planning Processes

#### Accreditation Preparation

- Accreditation co-chairs are meeting with individual Standards committee co-chairs on Friday, September 21, to work on revision strategies for Standards drafty drafts.
- **Mark your calendar!** ACCJC Vice President Dr. Gohar Momjian will be at Norco College on October 31 to provide accreditation information and training. ACCJC has appointed a vice president as liaison for each college undergoing the self-evaluation process, and Dr. Momjian is working with Norco College. There will be an open session for the whole college community, followed by specific training for Standards committees. Keep your eyes open for more information!

#### Budgeting

- The Board of Trustees approved the final fiscal year 2018-2019 budget at its September 17 meeting. For this year, the traditional FTES split among the three colleges, 54/23/23, will guide District apportionment.
- Compared with 2017-2018, the District realized a higher level of revenue this year (about \$17 million at this time), which means the new funding formula is benefiting the District this year.
- The District chancellor has requested that the Budget Allocation Model (BAM) revisions be completed by the end of December. Currently, the BAM Principles draft has been reviewed by the District Budget Advisory Council (DBAC) subgroup, and reviewed with feedback provided by the College's Business and Facilities Planning Council (BFPC) and the Institutional Strategic Planning Council (ISPC). DBAC is also identifying program costs by TOPS codes to understand the true cost of instruction at the colleges.

 <h3>OBJECTIVES</h3> <p>The concepts and skills faculty introduce to students to help them meet the outcomes.</p>	 <h3>OUTCOMES</h3> <p>Observable and measurable results that demonstrate that learning has occurred.</p>
<p>Do not have to be assessed and may not even be assessable.</p>	<p>Must complete a cycle of assessment every six years. (All courses, all SLOs)</p>
<p>Linked to SLOs</p>	<p>Linked to PLOs and General Education Learning Outcomes</p>
<p>Submitted with Course Outlines of Record to the Curriculum Committee.</p> <p>Not connected to assessment or program review cycles.</p>	<p>Submitted with Course Outlines of Record to the Curriculum Committee, tracked by the Assessment Committee, and linked to resource requests submitted in Program Review.</p>
<p>Objectives are required by Title V for federal funding.</p>	<p>Outcome assessment is required by ACCJC for accreditation.</p>

This data will dovetail with our student success numbers and inform the BAM revisions for the 2019-2020 fiscal year.

#### Facilities Master Plan

- A request for proposals has been sent out for professional services related to development of the Norco College Facilities Master Plan (FMP) update, which will pick up where the current FMP leaves off and will be informed by the Educational Master Plan and Strategic Plan updates.

#### Marketing Plan

- A direct mail campaign is being coordinated for outreach to Eastvale residents (all 30,446 of them) to promote Norco College.

#### Resource Development

- Dr. Kevin Fleming, acting vice president of Strategic Development, is presenting an Indirect Reinvestment Policy draft to BFPC and ISPC this fall to plan for the long-term success of the College's Strategic Development unit.

#### Scheduled Maintenance Planning

- The Library re-roofing project will be completed in June 2019. The College will be conducting testing and repairs to the current roof to ensure it is water tight for the winter rainy season.

#### Strategic Planning

- A leadership retreat on September 28 will focus on planning at Norco College from a twenty-year perspective, a five-year perspective, and a one-year perspective. The retreat will be the first of nine meetings with College divisions, Schools, and other groups to discuss The Big Us Plan, which forms the framework for the Educational Master Plan and Strategic Plan.
- A draft of The Big Us Plan appears in Appendix A below. President Reece introduced this plan to faculty at FLEX days in August.

#### Technology

- The College is working with the District to look into, and financially plan for, a project that significantly increases network infrastructure and performance. Although this is a potentially expensive project, infrastructure capacity is critical because technology drives so much of the work done by students, faculty, and staff on a daily basis.
- This fall the Technology Support Services (TSS) team will undertake a hardware inventory update to support the College's Technology Strategic Plan.

#### Traffic and Parking

- College Police are collecting data related to parking lot use during the first four weeks of the fall term and will be providing updates to BFPC for review.
- A large scale parking lot repair/resurfacing project in lot B is expected over the holiday breaks.

#### Website

- Norco College is working on a redesigned website, created in collaboration with the District's Creative Services team, which will be greatly streamlined using a Guided Pathways approach. The homepage architecture will be designed primarily for future and current student access and navigation. To get the site up and running, a series of one-hour training workshops will be held throughout the day on September 21, 25, and 26. For more information and to reserve a space in one of the workshops, see the September 20 email from Ana Molina, assistant to the vice president of Academic Affairs, titled "Norco SharePoint one-hour Training to be Held September 21, 25 & 26 Updated" or email Ana at [ana.molina@norcollege.edu](mailto:ana.molina@norcollege.edu).

### **Strategic Goal 7: Strengthen our Commitment to our Employees**

#### Hiring, Equity, and Personnel

- On Monday, September 17, members of the College community gathered to wish Dr. Monica Green farewell as she transitioned to her new role as vice president of planning and development at Riverside City College. Among Dr. Green's many contributions to Norco College has been her leadership role in the College's Completion Initiative and Guided Pathways. Mark DeAsis, dean of Admissions and Records, is serving as acting vice president of Student Services. Interim vice president of Student Services interviews are in process.
- **Mark your calendar for Norco College's first New Employee Reception!** President Reece invites the college community to join him in welcoming new employees and congratulating colleagues who have moved on and up, Tuesday, October 2, 12:50-1:50, in CSS 217.

## **Appendix A: The Big Us Plan**

### **The Big Us Plan *DRAFT***

This plan aspires to big things and the only way we will achieve them is by staying together. It is a “big plan.” It is an “us plan.”  
Norco College

#### **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 Flip from 20/80 to 80/20 Completion Rate
- 1.2 Close Equity Gap
- 1.3 Expand College-Going Rate in our Service Area from \_\_\_\_ [need to figure the # out] to \_\_\_\_ [need to set this target]

#### **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<sup>8</sup>
- 2.3 Promote Academic Development in Region<sup>9</sup>
- 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 Instructional Programs: Develop New Programs and/or Expand/Improve Existing Programs
- 3.2 Student Support Services/Programs: Develop New Programs and/or Expand/Improve Existing Programs
- 3.3 Develop Championship Quality and International-focused Sports Programs<sup>10</sup>
- 3.4 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<sup>12</sup>
- 4.2 Create Professional and \_\_\_\_\_ (Warm? Engaged? Family? Joyful?) Workplace Environment
- 4.3 Hire Great Employees<sup>14</sup>
- 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
- 5.2 Develop and Maintain Beautiful Landscaping/Hardscaping<sup>16</sup>
- 5.3 Keep Transportation Flowing and Provide Sufficient Parking
- 5.4 Build Sustainable College Campus

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

- 6.1 Secure Full Re-Accreditation
- 6.2 Practice Effective Planning, Assessment, and Shared Governance
- 6.3 Develop, Organize and Implement Professional Communication Systems
- 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
- 7.2 Revise Resource Allocation Model
- 7.3 Maximize Revenues
- 7.4 Develop and Maintain Partnerships/Collaborations

*1 1-Year = This should identify projects that are immediately in front of us and need attention now (this year). These are most likely to be activities or projects.*

*2 5-Year = This should ID the goals/objectives we want to hit in 5 years. There may be some obvious activities in this column as well.*

*3 20-Year = This is much more aspirational. Items on this list are vision oriented. If we build out to excellence, what does the vision look like?*

*4 This solution needs the following: 1) Call center (Blackboard) to contact all the veterans; 2) CRM (Salesforce) to track all the vets; 3) Support team (VRC staff and students) to receive all the call center handoffs; 4) articulation solution; 5) District curriculum committee needs to approve awarding of vets credit*

*5 In 17-18 NC had about 14,600 students (headcount). Headcount growth through 2023 is anticipated to increase according to the following: Service area population growth at 2% annual will add 1,400. If CRC partnership move to "College Behind Bars" we will add 1,000. Dual enrollment will grow to 400 per HS at 9 HSs = 3,600 plus increase capture rates by 1,000. Vets education will add 1,500. Online education will add 1,500. Workforce development programming will add 500. International student recruitment will add 1,000. Community and noncredit education will add 500. This will add 12,000 students to the 14,600 for a total of 26,600 students by 2023.*

*6 We need to 1) determine the current capture rate for our 9 core high schools; 2) determine the capture rate we want over the next 5 years for each high school; 3) determine how many students this will add to our enrollment; and 4) implement a plan/strategy to implement this at all 9 high schools.*

*7 Participate" in elections some how; Organize 2 trips per year to WDC and 2 trips per year to Sacramento; get students registered and voting!, organize employee participation in civic organization, get students to city council meetings, other*

*8 Our missions support economic and community development: According to Ed Code, ". . . A primary mission of the California Community Colleges is to advance California's economic growth and global competitiveness through education, training, and services that contribute to continuous work force improvement." According to the RCCD mission, "Riverside Community College District is dedicated to the success of its students and to the development of the communities it serves . . ." According to the RCCD vision, "Riverside Community College District is committed to service excellence by providing opportunities for learning, personal enrichment, innovation and community development." According to the Norco College 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 . . ." According to the Norco College values, NC will be involved with ". . . creating opportunities to transform our students and community for the dynamic challenges of tomorrow."*

*9 Increase College Going Rates; Bring BA degree(s) to region; Bring research opportunities to region; Build Beautiful and Comprehensive Campus for Region*

*10 Soccer, Cross Country and eSports may be the first to develop*

*11 How do we measure every program? What are the metrics? How do we communicate the information in a way that celebrates excellence and shares internal best practices? How do we communicate the information in a manner that does not embarrass low performing programs but does create expectations for improvement?*

*12 Establish space. Focus on pedagogy, service and leadership. Train to move strategic plan forward. New employee onboarding. Develop plan*

*13 Some Ideas here include: alternative schedules like 9-8-80s or 4-10s; job sharing; daycare, fitness programs like Weight Watchers, Zumba, fitness center access; legal insurance, EAP program (Reach); do a better job of advertising our benefits . . .*

*14 Develop Hiring Strategy for Prioritization Process; Complete Pre-Selection Work in Fall (Fulltime and Part-Time); Establish Dedicated "New Employee Site"; "Rock" the Diversity Fair; Advertise; Develop Equity Frame for: JDs, Paper Screening, 1st Round Qs, Final Round Qs; Track Hires*

*15 Prison & Rehabilitation Center; Improved and Expanded Educational Spaces at CRC; The Norconian Hotel)*

*16 Personnel; Pallet Standards; Make Palm Pathway Crazy beautiful, Develop Cohesive Architectural Design; Beautification Plan*

*17 Include All Annual/Regular Strategy Meetings: Leadership Retreat (September); Fall Flex (August); Fall Classified Welcome Back (August); State of College Address (October); ISPC Retreat (December); Spring Flex (February); Spring Classified Welcome Back (January); Dinner with the President (April)*

<sup>18</sup>Series of articles suggesting social justice related philanthropists are missing their targets by giving large amounts of money to R-1 universities. They are perpetuating fixed class status. They should instead give to organizations like Norco College. Get in philanthropy magazine.

<sup>19</sup>Some programs can actually generate revenue for the College. Examples: VRC Phase 2, Housing, Articulation Platform, Food Services, Prison, International Students, Norconian Hotel, Photonics Center, etc.

## **Appendix B: Draft Enrollment Management Plan**

### **2018 Enrollment Management Plan**

**Mission:** The Enrollment Management Team develops and recommends apportionment and headcount targets and monitors, analyzes, and informs the use of resources (human, facilities, and funding) to achieve student success, equity, and access in student pathways--from enrollment through completion. The team builds a shared ownership and understanding of effective enrollment management practices and guides the development of shared schedule management tools to optimize opportunities for enrollment and completion.

#### **DRAFT PLAN**

1. Maximize current and future income to the college by exceeding annual college FTES targets of 7135.39, which includes the estimated FTES borrowed from summer to achieve the 1718 Target of 7051.21 (2018/19 Lee, Parks)
  - a. Solicit faculty for opportunities to add distance education or hybrid sections in high demand areas (late start or WIN, SPR)
  - b. Maximize enrollment in Work Experience classes (WKX 200) by all student workers (late start or WIN, SPR)
  - c. Maximize enrollment in ILA 800 Supervised Tutoring
  - d. Expand dual enrollment and charter school enrollment (CAVA)
  - e. Support development noncredit courses and programs
2. Increase headcount (access) in targeted populations (veterans, foster youth, STEM, Next Phase, Reentry Students, international) (2018/19)
  - a. Facilitate multi-term and year-round enrollment
  - b. Facilitate multi-term and year-round scheduling
  - c. Maximize enrollment of international students
    - i. Meet with district ESL Director and explore collaboration
    - ii. Add sections of ESL to meet growing need in Eastvale OR offer classes at Roosevelt HS
3. Maximize use of existing classroom space and student completion (2018/19, Parks, Fulbright)
  - a. Expand distance education and hybrid offerings
    - i. Support training for effective online or hybrid instruction (At One, etc.)
  - b. Explore big ideas such as scheduling contact hours that exceed a 3 hour standard block in a hybrid format
4. Increase average units taken (2018/19, DeAsis, James)
  - a. Optimize class start and end time compatibility (minimize overlap) in order to maximize opportunities to stack classes in 2 day patterns (MW, TTh, FS)
  - b. Support implementation and usage of EduNav for effective scheduling
  - c. Promote campaign 0-60 in 4.0 on campus and in community
5. Raise awareness of enrollment in programs of study and Pathways and introduce equity measures by POS in an effort to eliminate equity gaps long term (2018/19 Parks)

- a. Monitor and report to college community headcount by program of study, including demographic data
6. Establish Program Cost Benefit Analysis (to inform strategic program development) and to support Funding/Hiring for Academic and Support Services Required by Program Growth/Change (2019, Lee)
7. Raise awareness of costs associated with generating FTES and the benefits of controlling costs. (2108/19 Lee, Parks)
  - a. Monitor and report to college community FTEF (Expense) Budget Projections for School, Department, Discipline levels
8. Develop Shared Schedule Management System that integrates with the ERP and facilitates scheduling ahead of the ERP (2018/19 Lee)