

NORCO COLLEGE REGULAR UPDATE

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January 31, 2020

Mission Statement

Norco College inspires a diverse student body by an inclusive innovative approach to learning through its pathways to transfer, professional, career and technical education, certificates, and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College encourages self-empowerment and is dedicated to transforming the lives of our students, employees, and community.

Hello, Mustangs!

Upcoming Deadlines, Due Dates, and Key Calendar Events

February 7	Flex Day
February 13	Last day of winter session
February 14-17	Presidents' Day holiday weekend (campus closed)
February 18	Grades and attendance rosters due for winter classes (5 days after last day of class)
February 18	First day of spring semester 2020

2030 Goal 4: (Professional Development) Implement professional development around Guided Pathways and equity framework; foster a culture of ongoing improvement.

- *Mark your calendar for Spring Flex Day*, Friday, February 7! The day will begin with the State of the College address by Dr. Monica Green, interim president, followed by information on Accreditation 2020 in preparation for the team's visit March 2-5. Other important and useful sessions will follow. Check out the full Flex Day schedule: [Spring 2020 Flex Day Agenda](#). Morning events will take place in the Learning Resource Center (LRC). RSVP now by clicking here: <https://forms.gle/58C2ZQs1ZzoSr7Fa9>. *See you there!*
- The Staff Professional Development Committee has been working diligently these past couple of months on today's Staff Development Day—Winter Edition. It features workshops on Growth Mindset, Adobe Creative Cloud with LinkedIn Learning, Health and Self-Care, Communication in the Workplace, and Social Media as well as teambuilding, prizes, food, and more! Classified professionals from across the college attend the biannual professional development event conducted entirely by classified professionals.

2024 Objective 4.1: Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)

- The Staff Professional Development Committee is working with Dr. Gustavo Ocegüera, dean of student equity, and [the RP Group](#) on a Guided Pathways Retreat for classified professionals. The all-day professional development workshop will take place February 12 at the Eagle Glen Golf Course and will focus on Guided Pathways and the Student Support (Re)defined/Six Success

Factors through the lens of classified professionals across the college. The RP Group will lead the discussion and activities along with staff who will help classified professionals identify the importance of their impact on student success. The training is limited to 40 attendees, and registration is open starting today.

Strategic Direction 2: Regional Transformation

2030 Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap.

- Colleen Molko, dean of grants development and administration, was featured in an article titled [“Teaching the Workforce of the Future about Cool Supply Chain Opportunities”](#) in the Q3 issue (volume 7, issue 3, 2019) of *MHI Solutions*. The article offers the insights of “industry thought leaders from the research and education fields” on the value and potential of supply chain education.
- Norco College’s National Center for Supply Chain Automation, one of only 40 such centers funded by the National Science Foundation nationally, will be delivering its third Annual Symposium March 9-11, 2020 in Atlanta, Georgia. Click [here](#) for information about the event as well as a draft agenda. Colleagues are invited to attend and share with anyone they believe may be interested in attending.
- At the January 21 Board of Trustees meeting, Dr. Kevin Fleming, interim vice president of Strategic Development; Charles Henkels, apprenticeship director; and Derek Sy, outreach and recruitment specialist, presented on the College’s apprentice program, a partner in the LAUNCH regional apprenticeship network. Click [here](#) to view the presentation and learn about this exciting program!

2030 Goal 6: (Community Partnerships) Pursue, develop, and sustain collaborative partnerships.

- The Board of Trustees, at its December 10 meeting, passed [Resolution 29/19-20](#) in support of the 2020 Census, saying that “the Riverside Community College District recognizes the importance of the 2020 US Census and supports helping to ensure a complete, fair, and accurate count of all Californians.”
- Each decade, the United States holds a population census count. The data collected by the census determines a number of factors which can affect California and its residents. Through the census, billions of dollars are distributed by the federal government to local communities, universities, and community college districts such as Riverside Community College District and municipalities. This year’s census will take place on April 1. The process is immense, as some 330 million people in more than 140 million housing units will need to be accounted for on that date. You can help by ensuring your household participates in the California Census. For more information on the census, click [here](#).

2024 Objective 6.1: Establish and expand relationships with regional educational institutions

- UC Riverside’s Marlan and Rosemary Bourns College of Engineering and Norco College are creating a pathway for engineering students with guaranteed transfer that reduces extra units and time to transfer. Norco College will offer coursework required for the Transfer Admission Guarantee (TAG) for bachelor’s degrees in engineering fields that meet the specific major preparation course requirements, allowing full-time students to complete in two years. A signing ceremony is scheduled for March 13 at 4 p.m. in CSS 217.

2024 Objective 6.4: Work toward reducing recidivism through incarcerated student education

- **Congratulations** to the 24 students scheduled to graduate with an associate degree and/or an associate degree for transfer in the 2020 Norco College Prison Education Program commencement ceremony on January 31 at the California Rehabilitation Center (CRC)!

2024 Objective 6.5: Position the college's image and reputation as a leading academic institution in the region

- Strategic Development and the Marketing Committee are continuing to work on a visual brand system that will be used in future marketing and communication efforts. These efforts will include an enrollment campaign to be launched in the summer for fall 2020. In 2019, VisionPoint spent a great deal of time on campus and off, conducting focus groups and administering a survey (with over 600 responses) to develop our college brand pillars and messaging points. All work will be presented in the spring as part of our strategic planning process.

2024 Objective 6.6: Develop regional outreach and recruitment systems

- On January 11, the College hosted eSports tournament finals organized by Riverside County Office of Education (RCOE). Norco College eSports Association took care of the technology needs and had show casters for the event. Eight high schools competed:
 - Patriot High School (Jurupa Unified School District)
 - Centennial High School (Corona-Norco Unified School District)
 - Arlington High School (Riverside Unified School District)
 - Eleanor Roosevelt High School (Corona-Norco Unified School District)
 - Chaparral High School (Temecula Valley Unified School District)
 - Murrieta Valley High School (Moreno Valley Unified School District)—*winner!*
 - Paloma Valley High School (Perris Union High School District)
 - Orange Vista High School (Val Verde Unified School District)

Events like this help Norco College strengthen relations with RCOE and the K-12 schools in Riverside County, encourage high students' involvement, and build educational pipelines for Engineering Pathways, computer programming, and other programs offered at the College.

2024 Objective 6.7: Help establish a distinct regional identity, organization, and communication among our local communities

- Do you know an extraordinary Norco College alumnus who deserves to be honored as Alumnus of the Year? Now is the time to nominate him or her for consideration! For submission information, see the January 14 nor-all email from Dr. Kevin Fleming, interim vice president of Strategic Development, with the subject line "Call for Nominations - RCCD Alumni of the Year." For questions, contact the RCCD Foundation at 951-222-8626 or foundation@rccd.edu.

Strategic Direction 3: College Transformation

2030 Goal 7: (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 7.4: Develop and implement plan for expanded athletics offerings

- Check out the Men's Club Rugby schedule! Just click [here](#).
- Strategic Development and the Marketing Committee are working with Athletics on a new athletics style guide for logos and uniforms.

2024 Objective 7.6: Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom

- In fall 2019, Norco College established a Basic Needs Taskforce to address the growing challenges students face regarding food and housing insecurities as well as mental health challenges. A delegation from the task force (made up of faculty, staff, and administrators) attended the statewide Basic Needs Summit in early December hosted by Laney College in Oakland. As a result, Norco College applied for a \$500,000 grant as part the state chancellor's College Homeless and Housing Insecure Pilot Program. The College will be notified at the end of January about the grant. In the meantime, the task force has met with local hotels about the establishment of hotel vouchers, partnered with Stater Bros. on Hamner Avenue to have food

delivered to campus, and is working on a meal card system to be able to allow students to dine in the Corral using a prepaid card.

2030 Goal 8: (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 8.1: Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time

- Faculty have been very busy with assessment activities in courses and programs over the past several years. There has been concerted effort in the last year to hit the 100% mark for assessment of all SLOs in courses and PLOs in programs before the accreditation visit. At this point, assessment completion is at 89.6% for courses and 82.8% for programs, which is the highest completion rate Norco College has ever achieved. A dashboard showing assessment completion can be found [here](#). A big thank you goes out to all faculty who have shown such dedication and hard work to get us where we are, and one last encouragement to those with remaining assessment projects to complete as soon as possible and get us to that 100% mark!
- Data from the U.S. Department of Education's [Integrated Postsecondary Education Data System \(IPEDS\)](#) include the following facts about Norco College. 2018 data were collected from 6,400 post-secondary institutions across the United States.
 - 99 percent of Norco College students graduate without debt.
 - The College awarded 1,720 associate degrees (median is 1,042).
 - The College awarded 345 degrees in less than a year (median is 179).
 - 8,730 students are enrolled part-time (median is 5,703).
 - Full-time student retention rate is 72% (median is 64%).
 - Part-time student retention rate is 50% (median is 43%).
 - The graduation rate is 28% (median is 25%). *Note: This number will increase as we continue to implement Guided Pathways.*

2024 Objective 8.2: Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans

- The district colleges' ISERs were approved by the Board of Trustees at the December 10 regular meeting. Click [here](#) to view the PowerPoint that summarizes Accreditation 2020 for all three colleges and the District.
- **Check it out!** Norco College's ISER is now online! Click [here](#) to read this page-turning story!
- A **Quick Guide to Accreditation 2020** is now available on the Accreditation website. Just click [here](#)!
- **The accreditation visiting team will be on campus March 2-5.** Mark your calendar for those dates—and for preparation opportunities and upcoming committee and council meetings, including the following:
 - **Flex Day** (all are welcome!), February 7, 9:30-11:20 a.m., LRC (See below.)
 - Management Meeting, February 12, 2-3 p.m.
 - **Institutional Strategic Planning Council (ISPC)** (open to all!), February 19, 1-3 p.m., CSS 217
 - Distance Education (DE) Committee, February 19, 3:00-4:15 p.m., OC 116
 - Academic Planning Council meeting, February 21
 - Student Services Planning Council, February 26, 2-4 p.m., CSS 217
 - ASNC, February 26
- **"Accreditation 2020: Let's Get Ready, Everybody!"**—a presentation on Flex Day, February 7—will include a panel of college and district faculty and administrators who have recently served

on visiting teams. *Want to know what we can expect when the accreditation team is here in March? Attend Flex Day!* All are welcome!

- The 2030 Educational Master Plan (EMP) was approved by the Board of Trustees on December 10. Click [here](#) to view the EMP, and click [here](#) to read the 2030 EMP—Executive Summary.

2024 Objective 8.3: Revise governance process—formalize all unwritten governance processes for more effective implementation of the Educational Master Plan

- February 13 will be an ISPC workday to review the college governance process.

2024 Objective 8.4: Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans

- As we enter the last year of the six-year [Strategic Plan](#), several points should be stressed. As background, there are 44 objectives which contain 99 metrics that were to be measured each year, as described in the annual [Progress Report on the Strategic Planning Educational Master Plan Goals, Objectives and "Dashboard Indicators."](#) The following summarizes accomplishment for the 99 objectives:

Metrics Met	47
Metrics at 90% of target or higher	20
Metrics less than 90% of target	24
Not Applicable	8
Total	99

This means that we have met, at 90% or higher, over 67% of the metrics. Within the metrics that were met, the five with the largest gains over the six years were, from highest to lowest, (1) Number of Employees in Inclusiveness Events, (2) Number of Industry Partners in Advisory Councils, (3) Percentage of New Students Developing an Educational Plan, (4) Percentage of Students Declaring an Educational Goal, and (5) Percentage of Continuing Students Developing an Educational Plan. On the other end of the spectrum were areas that showed no growth or areas that actually decreased in achievement over the six years. The three areas showing cause for concern over the six years were (1) Certificate Completion Rate, (2) Increase Percentage of Students Reporting College as Inclusive, and (3) Percentage of Students Who Begin Addressing Basic Skills Needs in First Year.

2024 Objective 8.5: Continue to monitor and adjust the College’s organizational chart for effective implementation of the Educational Master Plan

- The [College’s organizational chart](#) has been updated to move Institutional Effectiveness within the Strategic Development unit, effective immediately. This move will further emphasize continuing quality improvement and enhance collaboration between Institutional Effectiveness and the Grants Office.

2030 Goal 9: (Workplace/Employees) Expand workforce to support a comprehensive college and develop/sustain excellent workplace culture.

2024 Objective 9.1: Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college

- Conversations are ongoing between Dr. Wolde-Ab Isaac, RCCD chancellor, and Dr. Monica Green, interim president of Norco College, regarding budget augmentations over three years, based on program reviews, in support of a more comprehensive college.

2024 Objective 9.2: Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers

- Spring 2020 open office hours for Dr. Monica Green, interim president, are listed below. Dates and times may be updated weekly as needed. Dr. Green's office is on the first floor of the Student Services building.

Dr. Green's Open Office Hours for Spring 2020

Thursday, February 20, 1 p.m.	Thursday, April 23, 1 p.m.
Tuesday, February 25, 5 p.m.	Wednesday, April 29, 5 p.m.
Monday, March 9, 2 p.m.	Monday, May 4, 10 a.m.
Thursday, March 19, 9 a.m.	Tuesday, May 12, 5 p.m.
Monday, March 23, 9 a.m.	Thursday, May 21, 9 a.m.
Monday, March 30, 5 p.m.	Friday, May 29, 11 a.m.
Friday, April 10, 10:30 a.m.	Tuesday, June 2, 9 a.m.
Tuesday, April 14, 2 p.m.	Monday, June 8, 9 a.m.

2024 Objective 9.3: Develop culture that recognizes/thanks employees on regular basis and celebrates college's successes

- Mustang of the Month, an employee recognition program that highlights outstanding performance aligned with Norco College's [Core Commitments](#), is coming this spring. Look for the announcement and criteria details from Dr. Green.
- Please join in welcoming two new full-time faculty in spring 2020!
 - Aaron Roy is a new tenure-track faculty member in physics.
 - Jacob Drainville is a one-semester visiting assistant professor in anatomy and physiology.
- A warm welcome to Valorie Piper in her new role as program director for the National Center for Supply Chain Automation! Valorie has served in a number of important roles in higher education over the past six years, most recently as administrative assistant in Strategic Development at the College, and she also has worked in the mortgage/finance industry and in information technology. Her academic credentials include a master's degree in business administration and a bachelor's degree in business administration with minors in accounting and finance. Congratulations, Valorie!

2024 Objective 9.6: Develop strategy and work collaboratively with the district to increase the proportion of full-time faculty toward the 75/25 ratio

- For 2020-2021, the District has committed to a total of 16 faculty hires among the three colleges. These positions are in addition to replacements for retiring faculty. The distribution of new faculty positions utilizes the Faculty Obligation Number (FON) of full-time to part-time faculty and is based on the principles of equity, transparency, and fairness. For the coming academic year, the 16 positions are distributed as follows: Norco College—7, Moreno Valley College—5, Riverside City College—4. For more information, see the January 28 RCCD-all email from Chancellor Isaac with the subject line, "Full-time Faculty Hires 2020-2021."

2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.

- Key/access control improvements are currently being planned districtwide. Norco College is taking the lead with improvements, rekeying of the brass key system and implementation of a comprehensive key-control software system to make key management more efficient and effective.
- *Mark your calendar:* Campus evacuation drills are planned for March 10 at 9 a.m. and 6:10 p.m.
- An emergency preparation tabletop exercise including all on the management team, will take place on February 4, 1-4 p.m.
- A [Flex Day](#) afternoon breakout session will provide training on Emergency Response, Evacuation, and Lockdown.

2024 Objective 10.2: Develop and maintain Facilities Master Plan

- The College is finalizing the companion narrative for the Board of Trustees-approved Facilities Master Plan. There will be a presentation at the February 11 [Business and Facilities Planning Council](#) meeting.

2024 Objective 10.3: Build out funded projects (amphitheater, Center for Student Success room 217, etc.)

- Soccer field turf replacement will start in late February and finish in late March. Kinesiology classes will utilize SilverLakes facilities while our soccer field is being replaced.
- The amphitheater shade structure is currently being designed by the architect.
- Total computer refresh in IT 125/127 will be completed by February 7.
- Computer refresh in STEM 302 will take place over spring break.
- Staff and faculty computer refresh will take place in spring and summer, building by building, using the refresh schedule and inventory to guide the replacements.

2024 Objective 10.4: Finish Veterans Resource Center phase 1 by spring 2021

- The new Veterans Resource Center (VRC) project's California Environmental Quality Act report is completed, and construction project bidding will take place in late March/early April.

2024 Objective 10.5: By fall 2020, open Early Childhood Education Center

- Riverside Community College District and Alvord Unified School District held a joint board meeting on December 17, which included a presentation and discussion about potentially reinvigorating the Stokoe Innovation Learning Center located at Phillip M. Stokoe Elementary School as an innovative, regional, model teaching demonstration site. AUSD leadership requested some time following the meeting to engage in additional dialog. We look forward to reconnecting in the weeks to come and continuing an exploratory dialogue. Previously in fall, Norco College stakeholders visited Stokoe to assess site conditions and the ability to accommodate the Early Childhood Education Center program. Norco College has developed its comprehensive instructional programming plan for the site.

2024 Objective 10.9: Develop and start implementing sustainable campus

- A districtwide feasibility study for solar power generation is getting ready to begin, with an energy services design team being identified through a competitive bidding process. Campus meetings with constituents will take place to ensure wide input and to gather information related to the College's highest priority solar energy-production options.
- Norco College Facilities has been working closely with So Cal Edison to analyze and evaluate our energy demand and associated fee structure in an effort to reduce our energy costs while maximizing our fuel cell technology to reduce the college's energy demand.

2024 Objective 10.10: Design spaces that intentionally build community

- The College continues to fully implement reorganization around Guided Pathways and the four Schools. During the restructuring, a need was identified for revising the existing faculty office assignment practice, which was based solely on faculty seniority. Establishing the four School locations at Norco College will result in the redistribution of faculty offices to align with the Schools. This change will be implemented gradually in consultation with CTA representatives, to begin in January 2020. Existing office areas will be designated clusters, and faculty from that designated discipline or department will be given office selection preference based on seniority. In considering clusters, the following criteria will be considered:
 - Clusters will be in alignment with the four Schools.
 - Cluster location and faculty offices will be determined based on proximity to designated academic labs (art, CTE, math, music, reading, science, writing, etc.) or where the majority of faculty from a discipline or department are currently located.

- Faculty from disciplines with sufficient members to occupy a designated cluster will be given preference for office selection before faculty from other departments or disciplines.
- Faculty from disciplines with three or fewer faculty may be aggregated within a department cluster.
- Faculty seniority will be used to determine office assignments within designated clusters.

This is part of our collegewide dedication to Guided Pathways and making our institution more student-ready. For more information, see the December 19 nor-all email from Dr. Monica Green, interim president, with the subject line “Faculty Office Moves.”

2024 Objective 10.12: Enhance transportation infrastructure

- Improvements to parking lots A and D in relation to ADA parking and access ramps will be in progress from January 13 to February 14.
- Parking Lot A surface repair and improvements have been completed—looks great!

2030 Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems.

- Continued training on the Concur electronic travel process is taking place on a regular basis. Many thanks to the college community for the patience and practice that goes into implementing automated business practices aimed at greater efficiency.

2030 Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals.

2024 Objective 12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college

- Conversations are ongoing between Dr. Wolde-Ab Isaac, RCCD chancellor, and Dr. Monica Green, interim president of Norco College, regarding budget augmentations over three years, based on program reviews, in support of a more comprehensive college.

2024 Objective 12.2: Coordinate with RCCD to establish a BAM that allocates funding equitably

- The budget allocation model (BAM) for 2020-2021 is still being finalized through the District Budget Advisory Council (DBAC), and financial modeling is taking place. For Norco College, intercollegiate athletics will be treated as a “unique” discipline in the 2020-2021 BAM, with analysis and comparison with other RCCD college athletics programs to continue for the 2021-2022 budget year. DBAC is still working on how district operations funding will be assessed to the colleges from FTES revenue produced by the colleges.
- FTES targets for each college, informing the BAM, have been established. These targets will grow by 3% from 2019-2020 FTES targets.
- The second quarter Budget Performance Report will be presented to the College’s [Business and Facilities Planning Council](#) (BFPC) on February 11. This report shows the College is on budget at the halfway mark of the fiscal year.

2024 Objective 12.3: Support General Obligation bond campaign and implementation

- The RCCD Board of Trustees voted unanimously to place a \$715 million bond measure on the March 3 ballot. Measure A would provide funds, through property taxes, that would allow RCCD colleges to grow as well as provide upkeep for current facilities. Nearly 40 percent of the community’s high school graduates rely on RCCD colleges for their higher education needs. The improvement bond needs a 55 percent approval by voters within the district boundaries. For more information on Measure A and the needs of the colleges, click [here](#).

2024 Objective 12.4: Develop 30% of overall budget from non-general fund revenue sources

- Thus far this academic year, Norco College has secured \$7,076,497 in grant awards, with another \$4,118,646 in outstanding application requests pending. Total grant activity to date (including grant requests that have been declined) is \$12,349,522.

Strategic Direction 1: Student Transformation

2030 Goal 1: (Access) Expand college access by increasing both headcount and full-time equivalent students (FTES).

- A registration workshop was launched on January 30 and 31 for students who had applied to Norco College and had not yet enrolled in courses for spring semester.
- Student Services will be hosting the **Mustang Stampede to Enrollment**, a half-day workshop allowing students to apply and register for classes all in one day. Two sessions are planned for Thursday, February 13, at the CSS Upper Lounge: beginning at 10 a.m. and at 3 p.m. Workshops are open to anyone who may be interested in attending Norco College and in need of guidance from staff members from Admissions and Records, Student Financial Services, and Counseling. For more information, see the January 29 nor-all email from Mark DeAsis, dean of Admissions and Records, with the subject line, “Mustang Stampede to Enrollment—Thursday, February 13th.”

2024 Objective 1.1: Go from 7,366 to 8,759 total FTES

- **Enrollment Update** (as of January 24): Winter session enrollment is quite good. For winter, we have 611.42 FTES enrolled, 110.4% of our 554 FTES target. Non-residents still need to be extracted from this, but for winter that number is typically small, maybe 5 to 6 FTES. Last year on this day of registration we were at 559.86 FTES enrolled, 104.7% of our target; it’s worth noting we started enrollment one week earlier this year. For spring semester, we have 2722.40 FTES enrolled, 93.5% of our 2912 FTES target. We still need to extract non-residents from this, a number which historically hovers just above 1%. Last year on this day of registration we were at 2768.52 FTES enrolled, 96.7% of our target; it’s worth noting we started enrollment one week earlier this year.

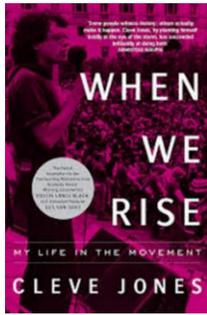
2024 Objective 1.4: Increase capture rates from feeder high schools by 4% annually

- On January 17, the College kicked off the new Norco Advantage Program. The program is an orientation for first-time college students from the surrounding area who plan to attend Norco College starting summer or fall 2020. For seven Fridays (January 17, 24, and 31; February 7, 21, and 28; and March 13), high school students will visit the College to learn about first-time student orientation, financial aid, the Promise Program and, with the assistance of an ASNC student panel, about Student Life. During their visit, students are able to apply to the College. Ninety-four students attended the first week, and 66 students participated on the second Friday of the program. A continued college experience will take place May 16 for a registration workshop, special programs information, college tour, and more.

2030 Goal 2: (Success) Implement Guided Pathways framework.

- **Happy Reading!** [The Road to Transformation: An Overview of Norco College’s Completion Initiative 2015-2018](#) is now available on the Guided Pathways Workgroup / Supporting Documents webpage, and by clicking on the link above. The report, funded by the College Futures Foundation, tells the story of the College’s Completion Initiative, which has become Guided Pathways at the College. An interesting note: The Completion Initiative predates California’s Guided Pathways project by two years.

2030 Goal 3: (Equity) Close all student equity gaps.



- **Mark your calendar for spring Read 2 Succeed events!** The Read 2 Succeed book selection for spring 2020 is *When We Rise: My Life in the Movement* by Cleve Jones, an American human rights activist, author, and lecturer. *When We Rise* is an extraordinary and intimate memoir, the superb recollections of a man who has been at the forefront of the shaping and evolution of twentieth century LGBTQ activism. Save these dates: March 26—Book Discussion, 12:50-1:50 p.m., CSS 217; April 30—Student Panel, 12:50-1:50 p.m., CSS 217; May 21—Author Appearance, 12:30-2:30 p.m., CSS 217. Click [here](#) for more information.

2024 Objective 3.1: Reduce the equity gap for African American students by 40%

- Rites of passage play a central role in African socialization, demarking the different stages in an individual's development as well as that person's relationship and role to the broader community. The major stage in African life is the transition from child to adult when a person becomes fully institutionalized to the ethics of the group's culture. [Norco College Umoja Program](#) Rites of Passage is critical to [identity](#) formation of the program. In the Umoja Program, we hold this yearly event to acknowledge several developmental stages of our students and



faculty and staff, most recently on November 8. The event, held in the Art Gallery, was attended by approximately 50 to 60 faculty, students, and staff. In addition to acknowledgement, appreciation, and introduction of Umoja faculty and classified professionals, as well as administrative and staff support, new students were recognized with

an Umoja T-shirt and wristband, and an Umoja hoodie was given to all Umoja Scholar Leaders who have crossed over to Umoja Scholar Elders because of their academic excellence in and out of the classroom. Ashlee Johnson, assistant professor of engineering technology, received special recognition with an appreciation award for her "Unwavering Support And Unrelenting Guidance That Helped In Leading Umoja." For more information on Umoja, click [here](#) for the statewide Umoja Community's website.



- **Mark your calendar for Black History Month events in February!** Umoja, ASNC, and the Diversity, Equity and Inclusion Committee have collaborated to bring the following events to campus:
 - Thursday, February 20—A theatrical performance of *Ain't I a Woman*: Reception 6-6:45 p.m. in the Art Gallery, with performance 7-8:30 p.m. in the Little Theater. Free and open to the public. Semi-formal attire suggested.
 - Thursday, February 27—Black History Carousel, a showcase by Umoja students to share about influential leaders in Black history: 12:50-1:50 p.m., CSS Upper Lounge. Free.
 - Thursday, February 27—Black History Movie Night: 6:30-9:00 p.m., CSS 217. Food provided. Free.