

NORCO COLLEGE *REGULAR UPDATE*

June 28, 2018

Hello, Mustangs!

Below is the newest Norco College Regular Update, aligned to the College's seven Strategic Planning Goals. 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

Commencement

- Over 350 students walked across the stage at the [2018 Norco College Commencement ceremony](#) on June 7, cheered by 3,500 friends and family members. Faculty speaker Walter "Buck" Stevens offered words of humor, insight, and encouragement. Student speaker and ASNC President Maria Barragan shared inspiring words and stories from the Class of 2018, including her own story. Congratulations to the Class of 2018!
- On Friday, June 1, John F. Kennedy (JFK) Middle College High School students graduated with their high school diplomas, twenty-seven of whom also earned one or more associate's degrees from Norco College this spring. Additionally, eighty-five JFK students completed their first year of college by the time they graduated from high school. Congratulations, JFK Middle College/Norco College graduates!

Completion Initiative and Guided Pathways

- The onboarding process for students is expected to change the first of July. RCCD colleges met in June to work out logistics and reporting for the onboarding process change.
- For Guided Pathways, the College is moving to a case management model, requiring a shift in strategy and setup. Salesforce is being explored as a possible platform for adult education, veterans, and Guided Pathways.
- As the College adopts Guided Pathways, educational advisors will provide initial contact with students in the onboarding process. The LRC is making room in the Assessment Center for educational advisors to meet with students.
- The planning grant from the [College Futures Foundation](#) ended on June 1. With the completion of the planning grant and the concept paper that followed, the College Futures Foundation sent Norco College an invitation to apply for additional funding for Guided Pathways. The College is currently working on the proposal, which is due in September. If the proposal is successful, funding will begin in January.
- Trailheads information—School-specific initial courses, possible careers, counselors, and faculty leads—is now available on each of the Schools' webpages. Click for trailheads information for the [School of Arts and Humanities](#), the [School of Social and Behavioral Sciences](#), the [School of Business and Management](#), and two for the School of STEM, [science and health](#) and [technology, engineering, and math](#).

Disability Resource Center

- To accommodate the incoming director for the Disability Resource Center (DRC) and to provide reasonable testing accommodations for DRC students, space in the DRC is being reconsidered. Plans are being reviewed to create two offices and two private testing spaces in the current testing room in the DRC. The College is looking at alternative space for additional DRC testing. It is hoped that changes will be in place by early fall.

Foster Youth Program

- Room 219 of the Center for Student Success (CSS) is being repurposed this summer to become a Foster Youth Center, to open in fall 2018. A student success coach and a student resource specialist will be located in the center.

Student Awards

- Four Norco College students—among only six from California—were selected to participate in the [Keith Sherin Global Leadership Program](#) to study abroad this summer at the University of Salamanca, Spain, a program sponsored by the [Council for Opportunity in Education](#). The students, all participants in Norco College's Student Support Services/Rise program, are Juan Alvarez, Jose Marquez Cuevas, Diana Gomez, and Jennifer Vasquez-Bonilla. For more information, click here: <http://www.norcocollege.edu/news/Pages/Four-Norco-College-Students-Selected-to-Study-in-Spain.aspx>.
- The Inland Empire chapter of [APICS](#), the association for supply chain management, awards scholarships to encourage students preparing for professional careers in supply chain management, operations management, logistics, and distribution. This year's scholarship winners include students from three universities (the University of California, Riverside; California State University, San Bernardino; and Cal Poly Pomona)—and, from Norco College, student Patricia Acevedo.

Summer Advantage

- Norco College's Summer Advantage one-week orientation took place June 11-14. During the week, 413 incoming freshmen participated in week-long orientation. Participating students scheduled appointments with a counselor to complete a comprehensive student educational plan (SEP) to be eligible for early registration. As of June 25, 332 Summer Advantage students had already completed SEPs, and more will be completed this summer. Summer Advantage participants are guaranteed English and math in their first year at Norco College.
- The 413 participants in this year's Summer Advantage program represent the following Schools: 14.0%, School of Arts & Humanities; 20.3%, School of Business & Management; 23.0%, School of Social & Behavioral Sciences; 26.2%, School of STEM – Science & Health; and 16.5%, School of STEM – Technology, Engineering & Math. Of the participants, 98% agreed that they feel more connected to the College because of attending Summer Advantage.

Strategic Goal 2: Improve the Quality of Student Life

Communicating Quality

- The chart below compares how well the College's distribution of students, faculty, and staff/management represents the surrounding community. The percentage of African American students, faculty, and staff/management at Norco College exceeds that of the surrounding community, indicating that our faculty and staff reflect both the community and the student population well. Asian students are reflected at approximately the same percentage as Asian faculty; however, the staff/management percentage is lower than the percentage of students, and the community percentage is far higher than Norco College. Hispanic student percentages are far higher at Norco College than the surrounding community, with staff percentages closer to students than the community; however, the

percentage of Hispanic faculty is far lower than the surrounding community. Finally, the number of white students is considerably lower than in the community, with staff percentages falling in between, but the faculty ratios are almost double that in the surrounding community. In summary, Norco College shows encouraging diversity percentages for our African American and Hispanic students. African-American faculty percentages are starting to more closely reflect students, as are Hispanic staff/management percentages, but there are still opportunities for improvement with Hispanic and white faculty percentages.

Ethnicity	Community*	Students**	Faculty**	Staff/Mgmt**
African American	5.2%	5.5%	7.7%	10.8%
American Indian/Alaskan Native	0.2%	0.1%	0.3%	0.6%
Asian	13.8%	8.7%	8.3%	7.0%
Hispanic	39.7%	59.1%	18.0%	50.3%
Multi-Ethnicity	3.2%	2.1%	2.0%	0.6%
Pacific Islander	0.3%	0.3%	0.0%	1.9%
Unknown	1.1%	0.3%	1.0%	0.0%
White Non-Hispanic	36.5%	23.9%	62.7%	28.7%

* Corona, Eastvale, and Norco in 2016 according to the American Community Survey

** Data from fall 2017

Equity-Mindedness

- A team of Norco College faculty from the four Schools, along with Dr. Marshall Fulbright, dean of instruction, attended two days of training at the [Equity-Minded Teaching Institute](#) at the University of Southern California’s Center for Urban Education (CUE), June 4-5. The purpose of the institute is to help faculty “make their campuses and classrooms more supportive and effective for students of color,” according to the center’s media release. Norco College team members will work to redesign their classes into equity-minded classrooms and to mentor and facilitate professional development for fellow faculty at the College.

Services for the Campus Community

- New ATM service with Altura Credit Union is coming to campus. The new ATM machine will be installed on the upper level of the Center for Student Success (CSS) near the entry doors. A Wells Fargo Bank ATM will remain on the lower level of CSS.

Strategic Goal 3: Increase Student Access

Distance Education

- Faculty teaching online or hybrid courses, and those using Canvas learning management system (LMS) for web-enhanced courses, are reminded to complete Canvas training before the end of the year, when BlackBoard will no longer be an LMS option. See emails from Sean Ulbert (sean.ulbert@rccd.edu), instructional designer, for more information about using Canvas and about upcoming Canvas trainings.

Early Registration

- It is expected that counselors will be accessing EduNav, an electronic online student educational planning tool, by August to work on building program tracks for students, starting with associate degrees for transfer (ADTs). The goal is to have some students enrolling in EduNav for winter 2019.

Enrollment Management

- Summer 2018 began with strong enrollment. In week 2, enrollment remained over 100% of target.

High School Partnership Program

- Across the six high schools that will offer Norco College dual enrollment courses in fall 2018, 779 students have applied. Subjects to be offered at one or more sites are administration of justice, business, early childhood education, engineering, English, guidance, gaming, and math.

Next Phase Program

- For summer session, three sections of math were offered at the California Rehabilitation Center (CRC), with a total of sixty students enrolled as of week 2.
- The recruitment at CRC is going well, with a focus on retaining last year's students along with recruiting new students. Dr. Jessica Cobb, director of the Next Phase Program, reports that students are enthusiastic about having face-to-face classes at CRC. The College is in the process of developing assessment—including placement, transcript evaluation, and individualized counseling for creating student educational plans—to provide structured pathways for students toward degree completion. Currently recruitment is focusing on a cohort of students for the associate's degree for transfer (ADT) in sociology with the goal of adding other ADT cohorts.
- Dr. Bryan Reece, Norco College president, met with the PBS series [RoadTrip Nation](#), which is planning a full feature on inmate education to include Norco College's Next Phase Program. Students in the Next Phase Program will also produce informational interviews with formerly incarcerated members of the community about their career and life successes. These interviews will be included on the *RoadTrip Nation* website.
- Pitzer College, which also holds classes at CRC, was awarded a \$1.1 million grant from the Mellon Foundation to fund the development of a Critical Justice Education program. Norco College is identified in the grant as a partner to develop courses and faculty trainings related to this topic.

Veterans Education/Promise Program

- Lorenzo "Gunny" Harmon III, director of the Veterans Resource Center (VRC), has reached out to a Marine Corps recruiter/instructor in Riverside who is willing to come to the campus to provide recruitment strategy training to Norco College's Veterans Resource Center staff.
- VRC Director Harmon and Zachary Emorey, veterans outreach and recruitment specialist, are pursuing veterans student recruitment through local reserve and National Guard units, whose personnel live relatively near (within a hundred miles of) their units.
- The college is meeting with architects and investors on a housing solution for veterans. The concept is to phase in a plan for one thousand units.
- The second phase of the platform to articulate military experience to college course credit is about to begin. The current focus is on courses in construction and gaming. A list of military occupation specialties related to courses in these areas has been generated.
- **Wow! Look!** The California State Legislature's budget, which passed the legislature on June 14, allots Norco College \$5 million to build a childcare center for veterans and their families. Thanks to Assembly Member Sabrina Cervantes who, along with her team, was inspired by the presentation at the President's Dinner event in April and helped move this forward. For more information, click here: <https://www.norcollege.edu/news/Pages/NC-Receives-Support-to-Fund-New-Centers.aspx>.

Strategic Goal 4: Create Effective Community Partnerships

CTE

- New legislation provides greater flexibility for apprenticeship students taking college courses as part of their apprenticeship and allows colleges to claim full apportionment for apprenticeship students enrolled in those courses. Previously, the system for apprenticeship training and concurrent college enrollment was cumbersome for both apprentices and the college, requiring extra steps and providing less state reimbursement to the college for apprenticeship students taking courses. The new legislation, [AB-1809, higher education trailer bill](#) to the 2018-2019 California state budget, basically opens up the college catalog for apprentices pursuing degree and certificate apprenticeships.
- **Wow! Look!** The California State Legislature's budget, which passed the legislature on June 14, allots Norco College \$1 million to help kick-start a workforce development center. Thanks to Assembly Member Sabrina Cervantes who, along with her team, was inspired by the presentation at the President's Dinner event in April and helped move this forward. For more information, click here: <https://www.norcocollege.edu/news/Pages/NC-Receives-Support-to-Fund-New-Centers.aspx>.

National Photonics Research Center

- On June 4, the Board of Trustees held a closed session meeting, bringing Trustees into the dialogue on photonics. As part of the ongoing discussion, the Board will be able to learn more about the development and opportunities of the photonics program. The Board has decided to convene a study session on photonics with the community.
- The College is proceeding with a feasibility study (summer into fall) to inform discussions about a photonics program at Norco College. Considerations include costs, revenue possibilities, current developments in research, the use of physical space in relation to the School of STEM, and road access/parking.

Strategic Goal 5: Strengthen Student Learning

SLO Assessment

- An email titled "A Joint Letter Asking for Critical Faculty Help at Norco College," sent to nor-all on June 1, explains the need for a united college effort to assess all student learning outcomes (SLOs) and program learning outcomes (PLOs) before the accreditation team visit in spring 2020. The email points out, "Good assessment will help us insure learning along our guided pathways and help us flip those stubborn 4-year completion/noncompletion numbers from 20/80 to 80/20." The June 1 email, signed by the college president, vice president of Academic Affairs, the Assessment Committee co-chairs, the Faculty Association vice president (Norco College) and Association faculty representative, and two deans of instruction, explains the need and presents a strategy to complete this effort.
- The hiring process is underway for a research and assessment manager to support assessment at all levels of the institution.

Strategic Goal 6: Demonstrate Effective Planning Processes

Accreditation Preparation

- Standards Committees' "drafty drafts" are due by the end of June. Over the summer, the accreditation leadership will be weaving these drafts into one document and work on organizing evidence. A full ISER "drafty draft" is expected by FLEX day.
- Dr. Greg Aycock, dean of Institutional Effectiveness, who has served as accreditation liaison officer (ALO) until the permanent position of vice president of Academic Affairs was filled, is passing the ALO baton to Dr. Sam Lee. While interim vice president, Dr. Lee served on the Norco College leadership team for Accreditation 2020. Although no longer ALO, Dr. Aycock will continue to be closely involved in the Accreditation 2020 process as tri-chair for

Standard I and as data support based on his role as dean of Institutional Effectiveness.

Thank you to Dr. Lee and Dr. Aycock for your leadership in accreditation at Norco College!

Budgeting

- The [2018-2019 California state budget](#), passed by the legislature on June 14 and [signed by Governor Brown on June 27](#), sets in place a new funding formula for community colleges. A three-year rollout of the funding change begins in 2018-19, with 70 percent of funding based on enrollment, 20 percent based on enrollment of low-income students, and 10 percent based on student success metrics. For 2019-20, this formula changes to 65, 20, 15; in 2020-2021, the percentages change to 60, 20, 20. A hold harmless clause in the budget “includes stability provisions that provide districts with additional revenue protection” (page 40 of the [Budget Summary](#)).

Organizing around Our Schools

- On Tuesday, June 12, President Reece presented to the Board of Trustees Norco College’s institutional reorganization plan, which was well received by the Chancellor Wolde-Ab Isaac and the Board. The reorganization plan has been approved by voting groups and presented to those who need to be informed, and is now being implemented.
- Personnel updates related to the reorganization, including classified staff, faculty, and managers, are detailed in the chart in the Appendix below.
- Changes to the utilization of physical space resulting from the institutional reorganization will prioritize the student experience as well as the provision of office space for full-time faculty and work space for new staff. Changes include Community Education and Workforce Preparation moving from the Norco Operations Center (NOC) to the Norco Business Park; Upward Bound, currently in NOC, moving to a more student-accessible location on campus; and Institutional Effectiveness moving from the STEM Center to NOC.

Safety

- Faculty have requested active shooter training for FLEX days in the fall. Justin Czerniak, college safety and emergency planning coordinator, is working with faculty to develop this training.

Scheduled Maintenance Planning

- The library roof replacement has been pushed back to early July.
- The heating, ventilation, and air conditioning (HVAC) system replacement in the CACT building is likely to be rescheduled for early to mid-fall.
- Scheduled interior lighting retrofit for the IT building is under review so as not to impact instruction in the fall.

Signage

- The contract for the Norco College marquee sign on Hamner Avenue and Third Street has been awarded. Currently the College is in the process of verifying the property line. Groundbreaking for the sign will probably be in July.

Technology

- **Wow!** Fifty new computers for student use have been installed as replacements to older computers on the second floor of the library. Five additional new computers have replaced other library machines needing to be “refreshed.” Kudos to the Technology Support Services team, who were able to complete the installation ahead of schedule!
- The College anticipates improving WiFi service in some underserved buildings, such as ATEC and IT. This improvement may take three to four months to complete.
- Concur, the District’s new electronic travel system for travel requests and reimbursement, will be tested by a small group at each college in the fall.

Strategic Goal 7: Strengthen our Commitment to our Employees

Hiring, Equity, and Personnel

- Effective July 1, [Dr. Sam Lee](#) will transition from interim to permanent vice president of Academic Affairs for Norco College. The Board of Trustees approved appointment at its June 19 meeting. Congratulations, Dr. Lee!
- The Board of Trustees on June 19 also approved the appointment of [Dr. Michael Collins](#) as vice president of Business Services, effective July 1. Welcome, Dr. Collins!
- Following participation in the Institute on Equity in Faculty Hiring sponsored by USC's Center for Urban Education (CUE) in September 2017, a student equity-sponsored team of nine Norco College faculty, staff, and administrators—Dr. Bryan Reece, Dr. Gustavo Ocegüera, Dr. Jason Parks, Dr. Lorena Newson, Susan Boling, Dr. Teresa Friedrich Finnern, Dr. Monica Gutierrez, Dr. Peggy Campo, and Peter Boelman—assessed the strengths and weaknesses of the College's faculty hiring process and practices. The team also reviewed historical data on the ethnic makeup of candidate pools at each step of the hiring process, and the rubrics used. The team met regularly to implement many of the equity-minded hiring practices CUE provided. For example, the team made changes to the faculty job description template to prioritize and emphasize experience in equity-minded pedagogy, without altering subject-matter expertise. Cover letter instructions and application questions were also changed to gauge whether applicants possessed training in equity-minded pedagogical practices. Additionally, scoring rubrics for each step of the hiring process were revised to capture candidates' experience in equitable practices. The work group faculty and Susan Boling, Human Resources liaison, prepared a training on equity-mindedness in faculty hiring and on how to use the newly developed rubrics. The job descriptions and rubrics were piloted in biology/anatomy faculty hiring in spring 2018. In addition to the above mentioned changes, the work group strategized to attract diverse applicant pools. For example, the timeline to approve and post positions was moved up in order to get ahead of other institutions' hiring timelines. Faculty recruitment announcements were also prepared in time to be available during January's California Community College Registry Job Fair in Los Angeles, encouraging well-qualified, diverse candidates to apply for Norco College positions. Data was collected for all the changes made to the hiring process, and the outcomes will be presented at the fall FLEX days.

Appendix: Personnel Updates

Below is a summary of personnel position updates related to the reorganization, along with the current status of faculty hires, as of June 20, 2018.

Classified Staff	
Position	Status
Administrative Asst III for Dr. Fulbright	Recruitment in process
IDS #4 in Academic Affairs	Recruitment in process
Administrative Asst IV for the new VP of Strategic Development	Recruitment in process
Administrative Asst III – increase FTE fr 0.475 to 1.0	7/1 start; Board approved
A&R Operations Asst – increase FTE fr 0.4875 to 1.0	7/1 start; Board approved
Learning Center Asst #2-901-005 reclassified to Tutorial Services Clerk - FTE 0.475	Further discussion needed
Learning Center Asst #2-901-008 reclassified to Tutorial Services Clerk - FTE 0.475	Further discussion needed
Learning Center Asst #2-901-013 reclassified to Tutorial Services Clerk - FTE 0.475	Further discussion needed
Student Fncl Svcs Analyst reclassified to Student Financial Services Lead Analyst in SFS	Reclass Study; differential
Learning Cntr Asst reclass to Enrollment Services Asst in Enrollment & Testing Services	Reclass Study; differential
Counseling Clerk III reclassified to new position. Title to be determined.	Reclass Study; differential
AAII reclassified to AAIII for Dean of Special Funded Programs.	Differential; Reclass in Jan 2019

Faculty

Position	Status
Accounting (new position)	Hired
Math (replacement position)	Hired
Drafting (replacement position)	In process
Umoja Counselor/Coordinator (replacement position)	In process
Biology (new position)	Failed search; Visiting prof hired
Electricity (new position)	Failed search
Engineering Technology (replacement position)	Hired
Counseling (replacement position)	Visiting prof recruitment

Managers	
Position	Status
Administrative Services Director	Draft JD sent to DHR
Director, DSPS	Recruitment in process
Interim VP of Strategic Development	JD in development
Dean, A&R to Dean, Enrollment Services Reclass	Differential 7/1 start; August Board
Assoc Dean, Career & Tech Ed/Pro Dir NSF reclassified to Dean, Grants Dev and Admin	JD in development
NSF Project Director	Rationale submission
Research & Assessment Manager	Recruitment in process