

Strengths: <ul style="list-style-type: none"> Completion Initiative/Guided Pathways well underway Strong equity plan College reorganization completed Student completion numbers are beginning to move CSU transfer rates are strong Have funding resources for Professional Development 	Weaknesses: <ul style="list-style-type: none"> Need to identify resources to fund all of Guided Pathways implementation Some completion rates are flat or declining UC and private transfer rates are weak 	SWOT Summary: Student Transformation <p>This chart displays a SWOT analysis summarizing the strengths, weaknesses, opportunities and threats relative to student transformation. Strengths are internal attributes and resources that support a successful outcome. Weaknesses are internal attributes and resources that could work against a successful outcome. Opportunities are external factors that the Norco College can capitalize on or use to our advantage. Threats are external factors that could jeopardize Norco College's success.¹</p>
Opportunities: <ul style="list-style-type: none"> Strong relationship with USDs Help students find their 'Why' (career goal) earlier Transfer agreements with universities Work-based learning opportunities for more students California Rehabilitation Center (CRC) is active partners on incarcerated access issues Strengthen the relationship with the District to make sure that resources are equitable and reliable. 	Threats: <ul style="list-style-type: none"> Low college going rate in region Low college attainment in region Norco College decisions often delayed by District or the requirement to reach agreement with other two colleges Key technology implementations are stalled while new enterprise system (ERP) is being installed 	

This is extremely important work. As national trends continue to show class-related stagnation, community colleges must engineer systems that engender success for students. The promise of social mobility is central to the idea of America and this idea rests on the institutions that build and sustain pathways to mobility and prosperity. Community colleges are a critical link to higher education, providing greater access for a wide range of students who might otherwise be lost, limiting their opportunities to achieve prosperity in the 21st century economy. We need to reframe who our students are from an asset's perspective rather than a deficits perspective, recognizing their linguistic, cultural, and economic fluencies as strengths that are needed in an interconnected and diverse world.

¹ Definitions pulled from <https://searchcio.techtarget.com/definition/SWOT-analysis-strengths-weaknesses-opportunities-and-threats-analysis>.

Strengths: <ul style="list-style-type: none"> Norco College has open land to develop Norco College has emerging economy and workforce development programs Norco College has an emerging arts program Norco College has strong regional partnerships with high school Norco College has a program with California Rehabilitation Center (CRC) Norco College has a program for Vets Norco College recently established outreach and marketing 	Weaknesses: <ul style="list-style-type: none"> Norco College has never played the regional leadership role Norco College does not have current funding to expand regional programs Region does not have a unified brand as a destination point 	SWOT Summary: Service Area Transformation This chart displays a SWOT analysis summarizing the strengths, weaknesses, opportunities and threats relative to regional transformation. Strengths are internal attributes and resources that support a successful outcome. Weaknesses are internal attributes and resources that could work against a successful outcome. Opportunities are external factors that the Norco College can capitalize on or use to our advantage. Threats are external factors that could jeopardize Norco College's success. ³
Opportunities: <ul style="list-style-type: none"> Local land is inexpensive Navy Base can bring in engineering opportunities USDs are great partners California Rehabilitation Center (CRC) is a strong partner Manufacturing is on the rise Construction and housing development are strong Local Chambers and civic leaders support innovation and experimentation Commuters = instant labor pool 	Threats: <ul style="list-style-type: none"> Regional economy is not strong Brain drain to outside jobs/markets Service area/region does not have an identity; lives in the shadow of major markets No university presence in local service area College going rate and attainment rates are low No arts tradition in region 	

Working to transform our region is important work. It has the potential to shape the region and the quality of life in our service area for years to come. It is part of the original mission as a "community" college. Success in the work related to this chapter will bring us together more closely as a community and address several important regional issues including academic, economic, workforce, social and culture development.

³ Definitions pulled from <https://searchcio.techtarget.com/definition/SWOT-analysis-strengths-weaknesses-opportunities-and-threats-analysis>.

SWOT

Strengths: <ul style="list-style-type: none"> • Much Norco College land has not been developed • Faculty are eager to develop new programs in multiple disciplines • Norco College has a strong track record of recruiting high caliber employees • Norco College is a “Great College to Work for” • Facilities planning is already underway • Creative resource development is an existing strength at Norco College • Significant curriculum already established 	Weaknesses: <ul style="list-style-type: none"> • Norco College does not have ready access to the significant resources needed to become a comprehensive college • We do not have existing space to offer new programs • Technology integration remains difficult but is necessary to modernize many operations • Many employees struggle with operational changes, especially AI and automation 	SWOT Summary: College Transformation <p>This chart displays a SWOT analysis summarizing the strengths, weaknesses, opportunities and threats relative to college transformation. Strengths are internal attributes and resources that support a successful outcome. Weaknesses are internal attributes and resources that could work against a successful outcome. Opportunities are external factors that the Norco College can capitalize on or use to our advantage. Threats are external factors that could jeopardize Norco College’s success.¹¹</p>
Opportunities: <ul style="list-style-type: none"> • The Navy is interested in collaborating on program development • Emerging technologies offer promise for automation • Many partnerships are interested in our facilities development • There are many outside funding sources • Strengthen the relationship with the District to make sure that resources are equitable and reliable. 	Threats: <ul style="list-style-type: none"> • We are competing with many colleges and universities for the same dollars • The state bond has many college submissions • We are in an area with no-tax and no-growth sentiments • State bureaucracies are slow 	

The work we need to do around capacity development is very important. It is foundational work that needs to be done if we hope to carry out our “Student Transformation” and “Service Area Transformation” goals. This is also a very important equity consideration. Our service area has grown to expect a comprehensive college. They pay the same taxes that other pay throughout the District and expect to receive commensurate educational services. As we grow, we need to make sure all residents living in the Riverside Community College District are treated equally, receiving the same service to resident ratios.

¹¹ Definitions pulled from <https://searchcio.techtarget.com/definition/SWOT-analysis-strengths-weaknesses-opportunities-and-threats-analysis>.