

MEMO



DATE: July 18, 2019
TO: Norco College
FROM: Executive Cabinet
RE: 2018-2019 End of the Year Memo

In 2018-2019 the College had a productive year of planning, collaborating, and building as an academic community—all resulting in the approval of the Facilities Master Plan, the completion of a draft Institutional Self-Evaluation Report (ISER), and the imminent approval of the Educational Master Plan 2019-2030 with its accompanying revised College Mission, Vision, and Values statements. This was an example of transparency, teamwork, participatory governance, and innovative visioning that was data driven and focused on advancing our essential mission of transforming students' lives through a quality educational experience. Of course, all these activities occurred on top of the normal day-to-day instructional activities of the college, which are impressive in their own right.

We would like to congratulate you--our faculty, staff, managers, student leaders, and community partners--on a job well done! Your hard work in developing a collective vision for transforming our students' lives, the college, and our community is truly inspiring.

Our strategic planning process, which will be memorialized in the upcoming (Fall 2019) Planning and Governance Manual, relies on our college committees and councils to set priorities and ensure that our resources are allocated based on data and our collective wisdom. In this Executive Cabinet summary, the following end of year highlights are based on the priorities we as a college community developed together.

Norco College Personnel Additions in 2018-2019

Full-time Tenure Track Faculty

Anthony (Sean) Davis	Counseling
Ashlee Johnson	Engineering
Bibiana Lopez Segoviano	Mathematics
Farshid Mirzaei	Drafting
Dana White	Accounting

Full-time Long Term Temp

Brittnee Quintanar	Counseling
Om Tripathi	Physics
Michelle Williams	Counseling

Managers

Esmeralda Abejar	Director of College Business Services
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Kevin Carlson	Manager of Research & Assessment
Michael Collins	Vice President of Business Services
Greg Ferrer	Director of Disability Resource Center (DSPS)
Kevin Fleming	Interim Vice President, Strategic Development
Tenisha James	Dean of Student Services
Steven Marshall	Director of Facilities
Kaneesha Tarrant	Interim Vice President of Student Services
James Reeves	Interim Director National Center for Supply Chain Automation

Classified (new hires only)

Beatriz De Santiago	Community Service Aide I
Brizeida Castro	Customer Service Clerk
Claudia Figueroa	Administrative Assistant III
Nicholaus Gutierrez	College Receptionist
Debra Karrer	Instructional Department Specialist
Elizabeth Lopez	Counseling Clerk II
Refugio Lopez	Groundsperson
Brianna Mason	Customer Service Clerk
Suzanne Schepler	Grants Administrative Specialist
Michael Ochoa	Officer, Safety & Police
Jazmin Paz	Tutorial Services Clerk
Valorie Piper	Administrative Assistant IV
Martha Ramirez	Administrative Assistant III
Victor Vera	Food Service III

College-wide Equipment, Supply, Technology, and Facilities Investments

The Planning Councils ranked equipment, technology, and facility improvement requests from each area of program review. Prior to making purchase recommendations, college administration identified all potential opportunities for funding the requests and attached the appropriate funding.

Based on a review of our computer hardware inventory and replacement schedule, which was updated and validated in 18/19, 6% of administrative workstations and 31% of instructional workstations were purchased, imaged and installed by Norco College TSS. College-wide, 22% of computer workstations were refreshed with new machines in 18/19. This percentage does not include the workstations that were upgraded with previously deployed machines, still within warranty protection period.

Continuing to advance the college's classroom mediation goals of updating and modernizing our classroom learning environments, the classrooms below were updated with new A/V equipment in 18/19:

- IT 124 - A/V system
- ATEC 210 and 211 - A/V systems with interactive projectors (Completed in July 2019)

- CACT 1 and ATEC 205 - A/V systems (Completed in July 2019)
- CSS 217 - A/V systems replaced and reconfigured as multi-use event space
- Library and LRC interactive projection systems

The College continued to upgrade its instructional equipment utilizing both grant funding and the instructional equipment allocation from the State. In 18/19, Norco College spent \$30,746 in state allocated resources. With the ability to exhaust instructional equipment funding over a two-year period, the College will be carrying over an estimated \$92,000 in available instructional equipment funding into 19/20, matching it with a significantly reduced amount of State funding identified in 19/20 State budget for instructional equipment. This will be a great help in funding instructional equipment needs at the college in 19/20. Total college-wide equipment purchases from general fund and restricted funding sources exceeded \$2.56 million in 18/19.

The College spent a considerable amount of restricted lottery funding on instructional supplies, \$578,357 of the \$605,146 total budgeted in 18/19. Restricted lottery revenue in 18/19 was budgeted at \$369,600, with \$235,546 unspent in 17/18 and carried over to 18/19. The estimated balance from 18/19 is \$26,789 and will be carried over to 19/20.

The College was very active in 18/19 with facilities upgrades. A total of \$1,552,870 was expended on facilities projects and upgrades. Some examples of funded and completed projects are shown below.

- CSS 205, 211, 212, 219 reconfigure and upgrade
- DRC reconfigure and upgrade
- LRC and Library furnishings and technology upgrade
- LRC Educational Advisors workstations
- New seating for CSS upper lounge
- Norco College Facilities Master Plan development
- Parking lot B renovation and upgrade
- West End Quad classroom addition
- Campus-wide LED lighting retrofit
- Building K heating, ventilation and air conditioning replacement
- CSS 217 multi-use event space renovation and new A/V technology infrastructure

Progress on Key Initiatives

Guided Pathways

In 18/19 much of our planning focused on implementing the Guided Pathways/Completion Initiative, with each of its five components: Schools, Guided Pathways, Faculty Advisement, Linking College to Careers, and Models of Student Care. Notable accomplishments include:

- Implementation of math pathways for liberal arts majors (SLAM) and for business/STEM majors (BSTEM), as well co-requisite support courses for gateway courses;

- Revised onboarding process, from application to registration, that connects students to their pathway through face-to-face advising;
- Development of a comprehensive student journey arc (non-cognitive instructional toolkit, advising curriculum, and counseling milestones) that will support the efforts of the School-based success teams;
- Scheduling changes to minimize course overlap and scheduling within student preferred patterns (i.e. MW or TTH) to decrease time to completion;
- Student Engagement Centers have been designated and will open in the Fall in ST 107 and ST 108. These centers will be hubs for our School-based teams supporting our Guided Pathways approach to student support.
- Norco College's Leading from the Middle Team (comprised of Quinton Bemiller, Colleen Molko, Dan Reade, Tim Russell and Kara Zamiska) developed a Professional Development (PD) Plan in support of Guided Pathways. The Plan, which is now supported by an annual base budget allocation of \$25,000 for faculty, staff, and manager professional development activities as well as the appointment of a manager to facilitate implementation of the plan, is expected to establish a culture of equity-mindedness through the widespread adoption of these concepts.

High School-Based Programs

- Our Dual Enrollment program continues to expand. We are now offering 11 CCAP programs in 9 schools throughout CNUSD, JUSD, AUSD and an online statewide school (CAVA). In 2018-19 approximately 1,027 students were served.
- JFK Middle College High School continues to grow, with the addition in Fall 2018 of a freshman class.
- 23 JFK students completed an AA degree and graduated high school with a college degree in hand.

Prison Education Community of Norco College (formerly the Next Phase Program)

- More than doubled the number of sections offered from 14 sections in 2017-18 to 34 sections in 2018-19. Course attendance at California Rehabilitation Center generated 86 FTES in 2018-19.
- Offered courses fulfilling all "Golden Four" CSUGE requirements for the first time in Spring 2019, placing students on track to transfer upon re-entry.
- The first six Norco College graduates at California Rehabilitation Center finished their Associate degree coursework in Spring 19, with many more set to graduate with Associate degrees and Associate Degrees for Transfer (ADTs) in 2019-20.
- Awarded funding from the CCC Chancellor's initiative for Currently and Formerly Incarcerated Students Reentry Programs (\$113,636).
- The director and affiliated faculty attended national and statewide leadership convening on higher education in prison, including the National Conference on Higher Education in Prison and the Trauma-Informed and Resiliency-Based Community of Practice for California Community Colleges Teaching in Prison hosted by the New York University Silver School of Social Work.

Apprenticeship Programs

- Provided over 51,000 hours of related supplemental instruction to registered apprentices (\$48k General Fund for Norco).
- Implemented the “college-based” apprenticeship programs and generated 90 FTES serving occupations in advanced manufacturing and electrician apprenticeships (\$178k General Fund for Norco).
- Awarded funding from the National Science Foundation to develop accredited work-based learning programs in partnership with local businesses (\$600k).
- Awarded funding from the James Irvine Foundation to provide regional leadership for the LAUNCH Apprenticeship Network (\$815k).
- Awarded funding to plan and implement a regional Early Childhood Educators apprenticeship program (\$200k).

Veterans Initiative

- The College ranked “Best for Vets” in 2018 and 2019 by the Military Times. This is the fifth time in six years that the college has achieved this distinction.
- The College was designated “Military Friendly” in 2018 and 2019 by G.I. Jobs magazine.
- Excellent progress on development of the Military Articulation Platform (MAP). Faculty Leads for disciplines have been established.
 - MOU with CCC Chancellor’s Office is under development.
 - Revised policy on Military Credit is in the queue for Board approval.
 - MAP Team presented at ASCCC, Veterans’ Summit, and WAVES 2019 in New Orleans.
 - Articulations in several disciplines are under review by discipline faculty.
 - Criteria for participation as MAP-Enabled institution are now posted on the website.
 - Training materials are in production for faculty and college adopters.
- Additional funding of \$750k has been secured by Assembly Member Sabrina Cervantes for the completion of the new Veterans Resource Center.
- The College is now a member of the Veterans Chamber of Commerce.

Noncredit & Community Education

- In response to the changes associated with the implementation of AB 705, the College began offering ILA 800 Supervised Tutoring (a noncredit course) in Fall 2018 and has been providing individual and group skill development in support of success, completion, and equity.
- The Center for Workforce Innovation was established in late February 2019; use of the Center includes hosting a variety of workforce events, programs and services to include noncredit education, access to apprenticeship programs, and community and employer engagement through contract and community education offerings.
- There are currently 34 noncredit courses in various stages of approval to be offered in future semesters at Norco College; several noncredit CTE certificates will also be developed. It is anticipated that approvals will be completed and will allow noncredit courses to begin being offered in Winter 2020.
- An Educational Advisor for Adult Education is now housed at the Center for Workforce

Innovation to provide Adult Education students with assistance to enter credit, noncredit and apprenticeship programs at Norco College.

- Initial approvals for Community Education courses were given by the RCCD Board.

Progress on Key Activities

Assessment

The following assessment resources were implemented in 18/19:

- Assessment Drop-in Hour
- Assessment Boot Camp
- New assessment form, facilitating easier input of results
- Individualized assessment support for faculty, including evening workshops

Course SLO Status:

- 408 SLOs assessed this year
- Ongoing progress on regular course SLO assessment: 81%
- Ongoing progress on regular (accounting for Non-Assessable SLOs): 91%
- New online SLO reporting form developed

Program Learning Outcomes Status:

- 32 PLOs assessed this year
- Ongoing progress on regular PLO assessment: 50%

Summer Advantage

- 449 students participated and 105 enrolled in a Summer 2019 course as of the first week of the term.
- This year the program was open to all first-time college students of any age; previously it was only open to graduating high school seniors from our surrounding area.
- Implemented the College Promise Program specifically to serve students entering through the Summer Advantage program and agreeing to enroll full time and to take English and Math their first year.

Career Services

- 1,068 students registered for NC Connect, our new online career services portal, to search for and apply to local jobs.
- Directly posted 688 local job opportunities and advertised 45 local job fairs.
- Built relationships and posted jobs with 73 new local employers.
- Hosted first annual Professional Clothing Giveaway and provided over 450 clothing items (including suits, dress shirts, dress pants, and shoes) to 117 students in need.
- Upgraded the Career Center's employment lab with 4 brand new computers for students to use when writing resumes, applying for jobs, and taking career assessments.

- Offered 37 career and employment workshops on topics including resume writing, interview skills, LinkedIn, and career exploration.
- WKX-200 Work Experience courses were revised and updated to provide for-credit work-based learning opportunities for 19 disciplines at the college.
- Enhanced marketing for WKX courses resulting in a 50% increase in enrollments.
- Over 300+ students were processed through the Student Employment Office to work in on and off campus college work-study programs.

Library and Learning Resource Center

- Library added new study carrels, tables and chairs, including 30 study stations, and 70 ergonomically designed chairs at all computer stations.
- Laptops now available for student checkout.
- New LED lighting and additional power sources installed throughout the library.
- Interactive whiteboards installed in all 7 study rooms; students can reserve online.
- Remodel of first floor library lobby, including new seating and small laptop-sized tables.
- LRC remodeled with interactive white boards and modular tables and flexible seating.
- Tutoring spaces enclosed for Supplemental instruction (SI) learning space for 14-16 students, and 3 tutoring/study rooms added.
- LRC now coordinating tutoring at STEM center. LRC now responsible for all tutor training, scheduling and coordination at Norco College.
- Student tutoring hours at STEM are now logged for student success, retention rates, and for collection of non-credit apportionment.
- STEM center added more tables/chairs and tutoring spaces.
- SI program certified by the International Center for Supplemental Instruction at UMKC.
- During finals, LRC and the STEM Center hosted Study Jams (extended hours 8:00am-9:00pm), drop-in tutoring and provided free snacks and drinks.
- Library and LRC expanded hours to include Saturdays, until 4 pm on Fridays for the library, and until 8 pm Mondays-Thursdays for the LRC.

Marketing and Recruitment

- New college website developed in collaboration with RCCD IT. Site is mobile-friendly and continues to be expanded and refined.
- Phase one of a three-phase marketing and branding plan/refresh completed in fall 2018 with the completion of focus groups and development of a series of recommended actions to align the college's marketing and branding efforts.
 - Developing processes and guidelines to anchor the marketing work to common standards and templates and to better organize our collective marketing efforts to meet enrollment goals for the college.

Strategic Development

In 18/19 Norco College continued to excel at securing external revenue in support of our mission. The College secured another \$9,444,602 in competitive grants plus \$6 Million in legislative appropriation support for a total of \$15,444,602 in external funding. This is impressive given it was the first year since our reorganization was completed. Notably, this amount includes funds for Upward Bound, food/support for homeless students, Umoja support, a National Science Foundation award and a James Irvine Foundation grant for apprenticeships, the Improving Online CTE Pathways Grant Program, additional Guided Pathways implementation support from the College Futures Foundation, and \$5 Million towards a new Early Childhood Education Center.

Program Review Key Recommendation

Responding to the needs expressed in several program reviews, the College applied for and was approved for a full Partnership Resource Team (PRT) visit, which will focus on implementing a scheduling platform that will allow chairs and deans to create detailed class schedules well in advance of the Colleague (Datatel) schedule roll. This will allow the college to build planned schedules semesters and years in advance, complete with faculty and room assignments as well as projected FTES and cost per FTES at the discipline, department, and division levels. In addition to supporting the ongoing development and refinement of the District Budget Allocation Model (BAM), the long-term vision is to connect the planned schedule to EduNav and allow students to reserve their entire program of study (Pathway) before they take their first class at Norco College--encouraging students to complete in fewer terms while informing schedulers well in advance of course changes needed to accommodate student demand and facilitate efficient completion.

In Conclusion

We will continuously assess and measure how our allocation of resources improves student access, equity, and success. As a result of all your hard work, we have a new vision and long-term goals aimed at transforming our students, the college, and our region. It is a privilege to serve alongside you in carrying out this vital work. Let's celebrate our 1,246 graduates in 2018-2019 and the difference we have made in their lives as we look forward to an even brighter 2019-2020 academic year.

Go Mustangs!