



**RESOURCES COUNCIL**  
**Thursday, November 16, 2023**

12:50pm-1:50pm

OC116

**MINUTES**

Council Members: (Total #12)

Esmeralda Abejar, Travonne Bell, Courtney Buchanan (Faculty co-chair), Azadeh Iglesias (CPRO co-chair), Refugio "Jr" Lopez, Gustavo Ocegueda, Desiree Valdez (ASNC Student Rep)

Absent: Mike Angeles, Michael Collins, Teresa Friedrich Finner, Edwin Romero, Jim Rossum

Guests: Karina Gigliotti, Ray Vasquez, Alex Zadeh

Quorum: #7

Subject to Brown Act: No

**1. Call to Order: 12:58pm**

**1.1 Public Comments**

- None

**2. Action Items**

**2.1 Approval of Agenda**

- M/S/C – Ocegueda/Bell
- Abstentions – None
- Amendments - None

**2.2 Approval of Meeting Minutes from October 26, 2023**

- M/S/C – Bell/Ocegueda
- Abstentions – None
- Amendments - None

**3. Discussion Items**

**3.1 None**

**4. Information Items**

**4.1 Report of Effectiveness – Safety Workgroup**

- Councilmembers reviewed 2022/2023 report provided by Justin Czerniak.
- Assessment of Scope and Deliverables were listed as follows:
  - We have not had any major increase in unsafe behavior and unsafe work conditions
  - Worked closely with facilities, custodial and other departments, to encourage safety awareness of all employees. Provided solutions to reduce frequency and severity of incidents. Helped to keep property, liability, and workers' compensation costs down.
  - Involved employees and management in a partnership to achieve a common goal of providing a safe and healthy work environment.

- Strived to involve all levels of staff in the decision-making process regarding safety and safety-related solutions.
- Provided a communication system "designed to encourage employees to inform the employer of hazards at the workplace without fear of reprisal" via the anonymous reporting form and the quarterly zoom meetings.
- The councilmembers discussed recommending the set membership, to ensure adequate representation across various stake-holders.
- A question was raised as to a future formalization of committee structure for the Safety Workgroup. It was reported that IEGC (Institutional Effectiveness & Governance Council) is looking to restructure the shared governance manual and will be addressing this topic as well as a few others in the future.
- The councilmembers discussed if a recommendation was needed to see if the Safety Workgroup and also the Grants Advisory Panel should in fact, be a more formal "committee" or can they continue to operate as a true "Ad-Hoc" group as originally presented. The lead on this topic will most likely be taken by IEGC and College Council moving forward.
- It was also noted that the Grants Advisory Panel did not participate in the report of effectiveness last fiscal year because of the "Ad-Hoc" type of identification for the group, and will look to see if they should be required to submit these reports in the future, as directed by College Council.
- The report will be forwarded to College Council for review as an information item for review.

## **4.2 Grants Report**

- Councilmembers reviewed a detailed Grants Report update provided by Karina Gigliotti.
- NSF Racial Equity in STEM Education (NSF 22-634) in collaboration with Cal State Fullerton, proposal is due by December 4. If awarded, the funding will come straight to Norco College.
  - It was noted the NSF program officer read the scope of work and the feedback was very positive. They said they are looking forward to reading the full submission.
- The College Corps proposal is due by Dec 12. This 1.5 million has been successfully submitted in the past, so they do not anticipate any difficulties. If awarded Norco College will support 50 students each year for 2 years. (RCC and MVC will be requesting separate grants for each of their 50 students as well). There is a possibility of hiring a Director to run this particular program in the future. This tentative position would be a full time grant funded position for the duration of the grant, with the expectation of it being long term.
  - If awarded the 2 million collected would be full indirect funding (30% stays at Norco and becomes unrestricted funds) A future goal could be to enhance the office of Strategic Planning & Development area with the remaining balance spending being mindful in focusing on equity minded grants, etc.
- Also noted: For past submissions that we tied and eventually lost out on, we would still have a chance at approval if the Department of Education has remaining funds from existing grants. That excess money goes back into the "pool" and keeps us in the running for potential future awarding.

## 5. Good of the Order

- Dr. Buchanan reported that at the recent College Council meeting, a question was raised on the revised Grants Advisory Panel Charter (GAP), for clarification on “what triggers a meeting” in the verbiage.

- Dr. Ocegüera stated that the response is timing of the deadlines of a grant and the amount of information available, which determines if the committee is “activated”.  
Example: If we have 80% of information, and there is adequate time before a deadline they activate the panel. If the action is more urgent, they would utilize another option to proceed such as emailing the appropriate college administration and provide all pertinent details in order to gain approvals and proceed. To basically summarize: When there is enough information the GAP is activated, when there is not, they then utilize the second approach.

## 6. Adjournment: 1:22pm

### Fall 2023 and Spring 2024 Meeting Dates:

\*Sept 28 \*Oct 26 \*Nov 16 (Note: Moved up 1 week due to holiday)  
\*Feb 22 \*Mar 28 \*Apr 25 \*May 23

### Governance Entity:

The Safety Working Group is not part of the governance process.

### Charge:

The Norco College Safety Working Group's mission is to explore, recommend, and strategically develop procedures, practices, and initiatives that meaningfully contribute to the achievement of objectives necessary in making our campus community safe. To educate through awareness and training activities, everyone is responsible for the prevention of workplace accidents.

The Safety working Group's responsibility is to:

- Evaluate Safety Programs – Make suggestions for program improvements.
- Safety Training – Identify training needs within the district to improve employee safety awareness; this training could include functional, practical, and skill development.
- Communication – Provide a system for communicating with employees in a form readily understandable by all affected employees on matters relating to occupational safety and health (e.g., posters, department/site safety meetings, incentive programs).
- Supporting – The Building and Floor Capitan program

### Sponsoring Council/Senate:

The safety working group can have as many Ad Hoc meetings as needed to address individual safety related concerns, needs, and goals. Typically, but not exclusively, brought forward by the resource's council.

### Co-chairs:

None, I tend to facilitate the periodic meetings not less than 4 a charter year via zoom.

### Members:

None, we have no standing membership. Number of members of the working group may vary depending on need and the individual contributors' skill on any particular subject area.

### Evaluation of the Survey of Effectiveness:

Campus wide Safety survey scheduled for November 2023

### EMP Goal Alignment and Objective Alignment:

Goal 6: Pursue, develop, & sustain collaborative partnerships, specifically with the following objectives

- 2025 Objective 6.1: Establish and expand relationships with regional educational institutions.
- 2025 Objective 6.2: Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations.
- 2025 Objective 6.3: Expand partnerships with regional veterans' services and support organizations.
- 2025 objective 6.5: Position the college's image and reputation as a leading academic institution in the region.
- 2025 objective 6.7: Help establish a distinct regional identity, organization, and communication amongst our local communities.

Goal 7: Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs. Specifically, with the following objectives:

- 2025 Objective 7.6: Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom.

Goal 9: (Workplace/Employees) Expand the workforce to support comprehensive college and develop/sustain excellent workplace culture. Specifically, with the following objectives:

- 2025 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.
- 2025 Objective 9.3: Develop a culture that recognizes/thanks employees on a regular basis and celebrates college's successes.

#### Assessment of Scope and Deliverables:

- We have not had any major increase in unsafe behavior and unsafe work conditions.
- Work closely with facilities, custodial and other departments, to encourage safety awareness of all employees. Provide solutions to reduce frequency and severity of incidents. Helping to keep property, liability, and workers' compensation costs down.
- Involve employees and management in a partnership to achieve a common goal of providing a safe and healthy work environment.
- Strive to involve all levels of staff in the decision-making process regarding safety and safety related solutions.
- Provide a communication system "designed to encourage employees to inform the employer of hazards at the workplace without fear of reprisal". Via the anonymous reporting for and the quarterly zoom meetings.

**2023-2024 GRANTS AND EXTERNAL RESOURCE DEVELOPMENT ACTIVITY REPORT**  
**November 30 - 2023**

**NEW AWARDS**

| Funding Opportunity                                         | Date Awarded | Strategic Initiative/<br>EMP Goal Alignment | Total              | Director, Manager<br>or Principal Investigator |  | Project Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Start/End Dates      |
|-------------------------------------------------------------|--------------|---------------------------------------------|--------------------|------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Federal Department of Education-Upward Bound Math & Science | 7/1/2023     | 1,6                                         | \$1,500,000        | Miriam Carrillo<br>Gustavo Ocegueda            |  | Norco College was awarded a five-year Upward Bound Math and Science Program for Norte Vista High School. The program is intended to provide fundamental support to 50+ participants in their preparation for college entrance in STEM majors. The program will provide opportunities for participants to succeed in their precollege performance and ultimately in their higher education pursuits. UBMS is designed for high school students from low-income families; and high school students from families in which neither parent holds a bachelor's degree. The goal of UBMS is to increase the rate at which participants complete secondary education and enroll in and graduate from institutions of postsecondary education with STEM degrees. | 9/1/2023-<br>8/30/28 |
| <b>Total New Awards</b>                                     |              |                                             | <b>\$1,500,000</b> |                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |

**PENDING SUBMISSIONS**

| Funding Opportunity                                                                                                                            | Date Submitted | Strategic Initiative/<br>EMP Goal Alignment | Total              | Proposal Development Leads                           | Title   | Project Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Start-End Dates           |
|------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------|--------------------|------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| NSF: Racial Equity in STEM Education: NSF 22-634 (Collaborator with Cal State Fullerton)                                                       | 12/4/2023      | Pending                                     | \$2,000,000        | Ashley Johnson                                       | Pending | These gaps in the literature and in practice suggest that there is an opportunity to identify unique motivation and identity profiles for Black and Latinx students to inform the development of Culturally-Responsive Motivational Climates, which are inclusive settings where students feel highly motivated. To that end, this project seeks to 1) investigate Black and Latinx students' ethnic-racial identity and motivational orientations; 2) explore culturally-responsive motivational climates at a community college, where early college perceptions are formed; and 3) create community college change agents through the development of Ed.D curriculum to address faculty and administrators' knowledge and self-efficacy in developing culturally-responsive climates.                                                                                                    | 07/01/24-<br>06/30/29     |
| College Corps                                                                                                                                  | 12/12/2023     | Pending                                     | \$1,500,000        | Pending                                              | Pending | College Corps implementation grants include funds to support program administration and living allowance for Fellows.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 07/01/2024-<br>06/30/2025 |
| Department of Education- Title V Grant-Part A                                                                                                  | 6/13/2023      | 1,2,3,4                                     | \$3,000,000        | Gustavo Ocegueda<br>Tenisha James RCCD Grants Office |         | The Federal Department of Education provides Title V grants to Hispanic Serving Institutions to implement any of the following allowable activities: innovative and customized instruction course development; articulation agreement and student support program activities designed to facilitate student transfer from two-year to four-year institutions; activities that improve student financial and economic literacy; and activities to develop distance education technologies. Norco College is working with a consultant to develop a proposal that will facilitate and support the implementation of the GP & Equity for the next five years. The proposal will focus on enhancing Norco College to become a true Hispanic-serving institution. The end goal is to close transfer and graduation equity gaps for Latinx students and first-generation, low-income individuals. | 10/1/23-<br>9/30/28       |
| California Community College Chancellor's Office High Road Training Partnerships Resilient Workforce Program: High Road To Prosperity-Phase II | 1/16/2023      | 5,7                                         | \$66,174           | Ashley Etchison<br>RCCD Grants Office                |         | San Bernardino Community College District requested funds for Norco College to extend health programs feasibility study activities that were funded in Phase I of the High Road to Prosperity proposal. Norco College will continue its feasibility study a third year, which cover Respiratory Tech, Medical Sonography (Ultrasound) Tech, Medical Assistant, Physical Therapy Assistant, Occupational Therapy Assistant, Radiological Tech, and Surgical Technician programs, and add new studies for Pharmacy Technician, Optician Technician, and Medical Billing/Coding. Grant funds will be used for faculty reassign, travel, and to hire a professional consultant to assist with curriculum development.                                                                                                                                                                           | TBD                       |
| <b>Total Pending</b>                                                                                                                           |                |                                             | <b>\$6,566,174</b> |                                                      |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                           |

| APPLICATIONS IN PROGRESS                                                  |            |                                             |               |                                            |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                             |
|---------------------------------------------------------------------------|------------|---------------------------------------------|---------------|--------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Funding Opportunity                                                       | Due Date   | Strategic Initiative/<br>EMP Goal Alignment | Maximum Award | Proposal<br>Development<br>Lead(s)         | Title                             | Project Description and Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Start-End<br>Dates          |
| NASA Community College<br>Aerospace Scholars-NASA                         | 10/30/2023 | 1,2,5,7                                     | \$25,000      | Jessiah Ruiz                               | NASA                              | The NASA MUREP grant is driving this program and provides the funding to the University of California, San Diego (UCSD) and Norco College would be a suawardee. UCSD Disseminates this funding to the community colleges with an initial seed money of \$25,000 to our campus for the first year and an additional \$12,500 each additional year afterward. Our campus would be the 10th Communiyt college to collaborate with UCSD. Students who successfully advance from Mission 1 and Mission 2 with successful scores progress to Mission 3-the on-campus competition. For Mission 3 event, we will need 40 students; NASA will send five scientists and engineers to oversee and judge a four or 5-day competition on our campus.                                                                                                                                                  | Spring 2024-<br>Spring 2025 |
| Finish Line Scholars 2024-2025                                            | 10/19/2023 | 1,2,3,7                                     | \$150,000     | Dr. Maria Gonzalez<br>Dr. Kaneesha Tarrant | Finish Line Scholars<br>2024-2025 | The Finish Line Scholars supports scholarships and emergency financial aid. The scholarships are intended to help students go all-in to reach the finish line of their educational goal. Our grant request aligns with the college's 22022-2025 Student Equity Plan; our commitment is to dismantle institutional barriers and close equity gaps primarily for historically minoritized student populations. We plan to serve 160 students with an award amount ranging from \$300-\$1,500. Students will be identified so we can tailor their support by collaborating with other programs such as EOPs, CalWORKS, Foster Youth, UMOJA, Veterans, TRIO, SSS, Puented, and Men of Color. In addition, this grant plans to incorporate the Promise Program (Second Year) students and broaden our reach to increase Latinx and Black students as identified by the college's equity plan. | 07/1/24-<br>6/30/25         |
| National Science Foundation<br>Advanced Technological<br>Education (ACE)  | 10/5/2023  | 1,2,3,4                                     | \$650,000     | Ashley Etchison<br>Jesus Vela              | ACE 2.0                           | The National Science Foundation, Advanced Technological Education (ATE). The Advanced Technological Education grant supports the education of technicians for high-technology fields. This grant supports recruiting, retaining, and completing groups historically underrepresented in STEM in technician education programs. The Accelerated Certificate & Employment program (ACE) that will serve regional and national interests by scaling up and reestablishing an accelerated and integrated career pathway education model in areas related to advanced manufacturing.                                                                                                                                                                                                                                                                                                          | 07/01/24 -<br>06/30/27      |
| National Science Foundation-<br>Advanced Technological<br>Education (ATE) | 10/5/2023  | 1,2,5                                       | \$1,100,000   | Ashley Etchison<br>Gustavo Oceguela        |                                   | The primary goal of the NSF grant is to reestablish the Accelerated Career Education (ACE) Program. The main goal of ACE is to increase the number of students and incumbent workers entering and completing high workforce opportunity STEM pathways, with the goal of advanced employment. The project will build on prior work that enabled students to receive manufacturing certifications in an accelerated timeline.                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 7/1/24-<br>6/30/27          |
| National Science Foundation-<br>CAREER                                    | 7/1/24     | 3                                           | \$30,000      | Patricia Gill<br>Gustavo Oceguela          |                                   | UCR is reapplying for this funding opportunity in summer 2024 and NC was invited to serve as one of several partner institutions. The "Tuning Atomically-Thin Quantum Materials with Superlattices Based on Intercalation" grant proposal is a five-year partnership between NC and UC Riverside. The grant is focused on creating a diverse community of women researchers across physics, engineering, chemistry, and materials science. Activities include establishing a community of graduate women peers who will conduct outreach to community college students to expose them to careers in STEM, guide them through the transfer process, and mentor first year community college transfer students. UCR will also offer summer internships for current community college students to gain experience working in a research lab.                                                | 4/1/25-<br>3/31/40          |
| Total In Progress                                                         |            |                                             | \$1,955,000   |                                            |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                             |

| UNSUCCESSFUL APPLICATIONS/ NOT INVITED TO APPLY /DID NOT APPLY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |             |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
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| Funding Opportunity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Submission Date | Total       | Proposal Development Lead(s)                         | Project Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Start-End Dates |
| National Science Foundation-Improving Education and Impact in STEM Education at 2-year Colleges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6/22/2022       | \$2,350,614 | Valorie Piper<br>Gustavo Ocegüera                    | The primary goal of the NSF grant is to reestablish the Accelerated Career Education (ACE) Program. The main goal of ACE is to increase the number of students and incumbent workers entering and completing high workforce opportunity STEM pathways, with the goal of advanced employment. The project will build on prior work that enabled students to receive manufacturing certifications in an accelerated timeline.                                                                                                                                                                                                                                                                                                                                                                                                          | 1/1/23-12/31/27 |
| California Community College Chancellor's Office                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1/13/2023       | \$100,000   | Gustavo Ocegüera<br>Maria Gonzalez<br>Kim Thomas     | This Community of Practice will support colleges across the system in co-designing a comprehensive support infrastructure for Financial Aid and Basic Needs centers that enables collaborative work across organizational and professional barriers. Participating campuses will benefit from guidance from subject matter experts, collaboration across participating colleges, and college-specific plans tailored to local needs.                                                                                                                                                                                                                                                                                                                                                                                                 | 7/1/23- 6/30/25 |
| Melinda & Bill Gates Foundation-The Education Design Lab                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3/17/2023       | \$75,000    | Jason Parks                                          | The Education Design Lab's Designers in Residence program is an opportunity for postsecondary leaders to build their capacity to serve as regional transformation agents to align K-12, postsecondary, and workforce ecosystems. A cohort of up to 11 designers in residence will work with the Lab for 18 months — from June 2023 to November 2024 to: Build their capacity to serve as regional transformation agents to align K-12, postsecondary, and workforce ecosystems; Establish ongoing teams representing all regional stakeholders; Learn human-centered design; Co-lead design sessions with regional teams to build a sustainable, effective education to workforce ecosystem; Provide rich user testing feedback on ecosystem alignment; and other transformation tools.                                              | 6/1/23-11/30/24 |
| USC Race & Equity Center: Takeoff-Institutional Innovations for College Men of Color                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4/10/2023       | \$75,000    | Gustavo Ocegüera<br>Daniel Grajeda<br>Grants Office  | The Takeoff Men of Color innovation is a project led by USC's Race and Equity Center to fund and provide support to 12 community colleges nationwide to start a MoC program, or scale up existing efforts. Colleges selected for this project will receive \$75,000 in grant funds, technical trainings and professional development activities, as well as access to a coach for the duration of the grant.                                                                                                                                                                                                                                                                                                                                                                                                                         | 7/1/23- 6/30/25 |
| Federal Department of Labor-SCC3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 10/21/2022      | \$1,600,000 | Ashley Etchison<br>Valorie Piper<br>Gustavo Ocegüera | The primary goal of the SCCE is to reestablish the Accelerated Career Education (ACE) program. The program will unite industry and education to increase the number of highly skilled technicians to meet growing regional needs by implementing an advanced, accelerated, and integrated career pathway model that leads to various certificates and degrees in advanced manufacturing. Educational programs and credentials will be "stackable" and credentials will be aligned with manufacturing national standards. ACE also intends to close equity gaps in skills development needs of employers by serving populations such as Trade Adjustment Assistance eligible workers, long-term unemployed, recently graduated high school students, incumbent working desiring upskilling, veteran and underrepresented populations. | 1/1/23-12/31/26 |
| 2030 Educational Master Plan Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |             |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| <p><i>Goal 1: (Access) Expand college access by doubling current headcount and FTES</i></p> <p><i>Goal 2: (Success) Implement Guided Pathways</i></p> <p><i>Goal 3: (Equity) Close all student equity gaps</i></p> <p><i>Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement</i></p> <p><i>Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap</i></p> <p><i>Goal 6: (Community Partnerships) Pursue, develop and sustain collaborative partnerships</i></p> <p><i>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</i></p> <p><i>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</i></p> <p><i>Goal 9: (Workplace) Expand workforce to support comprehensive college and develop/sustain an excellent workplace culture</i></p> <p><i>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</i></p> <p><i>Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems</i></p> <p><i>Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals</i></p> |                 |             |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |