

NORCO COLLEGE *REGULAR UPDATE*

April 5, 2019

Mission Statement

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

Hello, Mustangs!

Below is the newest Norco College Regular Update, aligned with the new Educational Master Plan's strategic goals. With continuing dialogue around new strategic plans, this structure may be modified over time. Feel free to send along your comments about the newsletter to Regular.Update@norcollege.edu. All Regular Updates are archived on the President's webpage: <https://www.norcollege.edu/about/president/Pages/update.aspx>.

In order to spotlight all news, the beginning section of the Update will rotate each month. This issue begins with 5.0, followed by 6.0-13.0, then 1.0, and so on. The next issue will begin with 4.0.

Happy reading!

Regional Transformation

Goal 5 (Regional Organization): Help establish a distinct regional identity and organization

2024 Objective 10: Develop regional outreach and recruitment systems

2024 Objective 11: Help develop regional identity, collaboration, and organization

- The city of Eastvale is in the architectural drawings phase for a new city hall. On March 26, the city manager and city staff of Eastvale met with the College to discuss the possibilities for synergy of programs, which might include ideas such as students being hired as interns and/or co-locating administration of justice classes in the new city hall.

Goal 6 (Prosperity): Reduce working poverty and the skills gap

2024 Objective 12: Expand access to registered apprenticeships, work experience classes, and work-based learning opportunities

- Randall Lewis of the Lewis Group of Companies, a property developer, is interested in partnering with Norco College construction technology, specifically helping the College connect with employers to close the skills gap and working with Norco College as the college develops.

2024 Objective 13: Establish the Center for Workforce Innovation

2024 Objective 14: Participate in organization of regional logistics development

Goal 7 (Regional Development): Host initiatives that impact regional development

2024 Objective 15: Raise college-going rate in region to SD, LA, and Orange county levels and expand high school partnerships

2024 Objective 16: Stimulate/build engineering pathway from middle school to major engineering universities/schools with focus on women, students of color, and low-income students

- On March 22 from 12 to 6 p.m., the Norco College E-Sports Association held its first tournament on campus in the upper lounge area of the Corral, with a total of 34 sign-ups to participate in the *Super Smash Bros. Ultimate* competition on the Nintendo Switch, with 30 to 40 spectators. Participants paid a \$10 entry fee. The grand finalist who took first place was Eric Barragan, who took home a scholarship prize of a \$150 Visa gift card. The grand finalist in second place was a student named Charlie Altamirano, taking home a scholarship prize of a \$25 Visa gift card. After paying for the winners' prizes, a portion of the proceeds was also used to purchase an HDMI 2-Way split device that was used during the tournament and will be used for future events. The remaining proceeds went directly into the Norco E-Sports Association trust fund account under ASNC. Upcoming events include the E-Sports Association's participation in the April 20 Norco Easter Celebration with ASNC; a Board Games & Boba event on April 25, 3 to 7 p.m. in the upper lounge of the Corral. E-Sports Association officers are Roshan Uma, president, majoring in computer science and game design; Samuel Barsamian, vice president, majoring in kinesiology; Lynette Dizon, treasurer, majoring in mathematics; Corbin Herber, eSports liaison, majoring in game design and game programming; Dario Moran, ICC representative, majoring in literature; Noah Veen, communications director, majoring in game design; and Alexander Rodgers, director of technology, majoring in computer science. Faculty advisors are Andy Robles, associate professor of mathematics, and Jeff Warsinski, assistant professor of mathematics.

2024 Objective 17: Improve regional veterans services and support

- Dr. Bryan Reece, Norco College president, met with state Chancellor Eloy Ortiz Oakley on April 2 to discuss statewide adoption of the military articulation platform (MAP).
- Both of Norco College's [California Community Colleges Veterans Summit](#) presentations in March were well received. Mark DeAsis, dean of admissions and records, now has a list of 29 California community colleges and universities who want to partner on MAP. To view a short video shown at the Veterans Summit MAP presentation, click here: <https://vimeopro.com/substance/norco-military-articulation-platform/video/323576164>. The password is the word *view*.
- On April 3, the Veterans Resource Center (VRC), with the assistance of the American Legion, held a VA Loan/Financial Workshop for veteran students. The workshop's purpose was to bring awareness of benefits that students have earned as a result of their service.

2024 Objective 18: Reduce recidivism through inmate education

- Spring 2019 enrollment in the Next Phase program at CRC is 48.91 FTES over 18 course sections. This shows a 78 percent growth over fall 2018.
- On March 21, Dr. Marshall Fulbright attended a meeting with Pitzer College held with California Department of Corrections and Rehabilitation (CDCR) officials to get final approval to launch a fast-track BA program at CRC. This program will allow a student to earn a bachelor's degree one calendar year after completing a Norco College ADT program. The bachelor's program is to begin fall 2020 with the first students completing in summer 2021.
- On March 27, the College met with CRC's department of facilities to go over a draft of the Ingall's Hall Feasibility Study to get feedback. This is the next step in determining the costs associated with renovating the 1940s-era building on the CRC facility to meet current operational code requirements. This study is a partnership between CDCR and Norco College, with the intention of increasing inmate education and creating the first "college behind bars," thus reducing inmate recidivism.

2024 Objective 19: Stimulate economic and academic development through photonics education and partnerships (pending feasibility study and RCCD approval)

2024 Objective 20: Stimulate regional arts development

- [The Young Americans](#), headquartered in Corona, has been inspiring the world through music and the performing arts since 1962. Initial conversations have begun about possible partnerships and synergy with Norco College.

College Transformation

Goal 8 (Programs): Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs

2024 Objective 21: Develop comprehensive breadth of academic programs

- The draft of the new Educational Master Plan (EMP) includes potential programs that emerged from extensive discussions with faculty, students, and community leaders, in considering how to grow into a comprehensive college. The following table summarizes potential non-CTE programs at the College by FTES growth.

POTENTIAL PROGRAMS by TOP code	CHNG	NEAR-TERM PROJECTIONS						LONG-TERM PROJECTIONS						
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		0	0	40	42	44	46	48	51	53	56	59	62	66
*Geology-1914	6%	0	0	20	21	22	24	25	27	28	30	32	34	36
*Social Justice Studies-2201	4%	0	0	20	21	22	22	23	24	25	26	27	28	30

2024 Objective 22: Develop CTE programs and industry credentials related to regional needs

- The EMP draft also includes potential career and technical education (CTE) programs that emerged from extensive discussions with faculty, students, and community leaders, in considering how to grow into a comprehensive college. The following table summarizes the potential CTE programs at the College by FTES growth.

POTENTIAL PROGRAMS by TOP code	CHNG	NEAR-TERM PROJECTIONS						LONG-TERM PROJECTIONS						
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		0	40	264	283	301	320	344	366	390	422	49	476	512
*Agriculture Tech and Sci, General-0101	9%	0	0	20	22	23	24	25	26	27	28	29	30	31
*Animal Science-0102	9%	0	0	30	33	36	39	42	46	50	55	60	65	71
*Laser and Optical Technology-093480	10%	0	25	28	30	33	37	40	44	49	54	59	65	71
*Environmental Sci and Tech, Other-0399	7%	0	15	16	17	18	20	21	23	24	26	28	30	32
*Applied Design-1009	7%	0	0	15	16	17	18	20	21	23	24	26	28	30
*Commercial Art-1013	7%	0	0	15	16	17	18	20	21	23	24	26	28	30
*Athletic Training and Sports Medicine-1228	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Diagnostic Medical Sonography-1227	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Medical Assisting-1208	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Medical Laboratory Technology-1205	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Physical Therapy Assistant-1222	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Respiratory Care/Therapy-1210	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Surgical Technician-1217	6%	0	0	15	16	17	18	19	20	21	23	24	25	27
*Animation-061440	4%	0	0	15	16	16	17	18	18	19	20	21	21	22
*Alcohol and Controlled Substances-210440	6%	0	0	20	21	22	24	25	27	28	30	32	34	36

2024 Objective 23: Develop and implement plan for noncredit and noncredit-enhanced programming

2024 Objective 24: Develop and implement plan for expanded athletics offerings

2024 Objective 25: Add capacity to existing disciplines that have been consistently growing since 2010

2024 Objective 26: Add capacity to student services

2024 Objective 27: Add capacity to academic support services

Goal 9 (Effectiveness, Planning, and Governance): Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college

2024 Objective 28: Make program, student, and effectiveness (including assessment) data available, usable, and clear so that it will make critical data visible in real time

2024 Objective 29: Develop integrated planning processes that include all college plans, accreditation self-study, and alignment with district and statewide plans so that decision-making and resource allocation are made on the basis of the college mission and plans

- The Educational Master Plan (EMP) and Strategic Plan draft is proceeding through the shared governance process. As shown in the chart below, ten votes will be held April into May, with the document moving to the District in May in preparation for the Board of Trustees vote in June.

Apr 5, 2019	Academic Planning Council Second Read
Apr 8, 2019	President's Advisory Board: First Read
Apr 9, 2019	BFPC: Second Read
Apr 10, 2019	Management Meeting: Second Read
Apr 15, 2019	Academic Senate: Second Read
Apr 17, 2019	Executive Cabinet: Second Read
Apr 17-21, 2019	Write Final Draft
Apr 22, 2019	Send Final Draft to Chancellor and NC community
Apr 24, 2019	SSPC: Vote on Final Draft
May 1, 2019	ISPC: Review Final Draft
May 1, 2019	Norco 9: Review Final Draft
May 6, 2019	Academic Senate: Vote on Final Draft
May 8, 2019	Management Team: Vote on Final Draft
May 8, 2019	Chancellor: Consider approval of Final Draft
May 9, 2019	ASNC: Vote on Final
May 10, 2019	Academic Planning Council: Vote Final Draft
May 13, 2019	President's Advisory Board Final Draft
May 14, 2019	BFPC: Vote on Final
May 15, 2019	Executive Cabinet: Vote on Final Draft
May 15, 2019	ISPC: Vote on Final Draft
May 16, 2019	COTW: Vote on Final Draft
May 17, 2019	DSPC: Comment on Final Draft
May 20, 2019	Chancellor's Cabinet: Comment on Final Draft/Board Committee Agenda Deadline
Jun 4, 2019	RCCD Board Committee Meeting: Comment on Final Draft
Jun 11, 2019	RCCD Board Meeting: Vote on Final Draft
Jun 12, 2019	Start official implementation of Big Us Plan at Norco College

- Based on input and suggestions from the college community, the College will be taking a longer look at the governance handbook and governance policies. After the EMP process is complete, this discussion will be taken up again.

- The new annual resource request process through program review, for those units submitting new resource requests, had a due date of March 27.
- The new resource allocation process has been through first readings in shared governance councils and committees.
- The College is looking at revision of our prioritization and ranking process for new positions at the college, including faculty and staff.

2024 Objective 30: Develop, evaluate, and monitor our governance and decision-making processes so that decision-making and resource allocation are made on the basis of the college mission and plans and involve all constituent groups as appropriate

- Committee members' annual evaluation of the effectiveness of college planning councils and college committees began the week of March 25.

Goal 10 (Workforce): Expand workforce to support a comprehensive college and develop/sustain excellent workplace culture

FACULTY NEWS

- **Hey, Look! Mark your calendar!** Norco College's own Quinton Bemiller, associate professor of art, was selected as the [59th Distinguished Faculty Lecturer](#) for RCCD. Quinton will present a lecture titled "Art Is Hope" on April 16 at 3:30 p.m. at the Coil School for the Arts in Riverside, and on April 18, 12:50-1:50 p.m., at Norco College in CSS 217.

2024 Objective 31: Reach 78% of our 2030 comprehensive college goal for FTEE; go from approximately 348 to approximately 470 full-time equivalent employees

2024 Objective 32: Achieve and maintain "Great College to Work For" status across all categories

2024 Objective 33: Develop more diverse and culturally competent workforce across all employee groups

Goal 11 (Facilities): Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts

2024 Objective 34: Reach 78% of our 2030 comprehensive college goal for assignable square footage; go from approximately 169,000 to approximately 314,000 assignable square footage

2024 Objective 35: Develop and maintain Facilities Master Plan

- The DLR Group, consultants for the Facilities Master Plan (FMP), met with the Diversity and Equity Committee on March 22 to ensure a culturally inclusive campus, which starts with the physical facilities.
- During the week of March 25, instructional leadership met with DLR to make sure the FMP accurately represents the College's instructional physical space allocation.
- For information on the Facilities Master Plan development, check out the plan's website, <http://norco-college-fmp-microsite.webflow.io/>. Three plan concepts are linked on the site's [Open House: Review Concepts](#) page, along with an place to provide a comment on the concepts.

2024 Objective 36: Build out funded projects

- The renovation of CSS 217 into a multiuse space is underway, beginning with the removal of fixed seating to be replaced by movable chairs, as well as refurbished technology.
- **Good news!** Associate faculty office space will soon be available in the former Assessment Center space in the Learning Resource Center (LRC), made possible by the leadership of Dr. Samuel Lee, vice president of Academic Affairs. Stand by for a grand opening date!
- The Professional Development Center (PDC) will be moving to OC 116 to accommodate other changes on campus. (See items above and under Objective 7.) The move is expected to take place this semester. The repurposing of CSS 217 as a multiuse event center is expected to fill much of the need for meeting space.

2024 Objective 37: Build sustainable and safe college campus

2024 Objective 38: Develop housing solutions for target groups

2024 Objective 39: Develop short-term and long-term plans for four Schools' buildings/areas

- Two student engagement centers—points of contact for students in the Schools to meet with counselors, educational advisors, faculty leads, and student ambassadors/mentors—are being planned for the center of campus, one for the Schools of STEM / Business and Management, and the other for the Schools of Arts and Humanities / Social and Behavioral Sciences. Planning is underway to repurpose ST 107 and ST 108 as engagement centers. Dr. Tenisha James, dean of Student Services, is taking the lead on this project. If you have any input, you can share ideas through your department and participatory governance representatives to your ISPC representative, or contact Dr. James at Tenisha.James@norcocollege.edu.

2024 Objective 40: Add transitional facilities for temporary needs

2024 Objective 41: Enhance transportation infrastructure

- The District, the three colleges, and student leaders met with Riverside Transit Agency (RTA) representatives about the proposed increase to the students' transportation fee. For the Go Pass program, which allows students to use their student ID cards as bus passes, Riverside Transit Authority (RTA) has proposed an increase in student transportation fee from \$5 to \$7 for part-time students and from \$5.50 to \$8 for full-time students. Student leadership has proposed increasing the student services fee from \$15 to \$30 for primary terms to subsidize the increase in RTA cost and to support other programming to help meet students' needs. The student services fee increase will go to the student body at all colleges in the district for a vote on April 15.

2024 Objective 42: Develop and implement plans for off-campus facilities

Goal 12 (Operations): Implement professional, intuitive, and technology-enhanced systems

2024 Objective 43: Develop intuitive, compressed, and technology-enhanced systems, integrated planning processes, and information

2024 Objective 44: Improve employee operational systems

Goal 13 (Resources): Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals

2024 Objective 45: Reach 78% of our 2030 comprehensive college goal for general fund; go from approximately \$40.7 M to approximately \$60.4 M in general fund annual dollars

2024 Objective 46: Implement more professional budgeting systems

2024 Objective 47: Coordinate with RCCD to establish a BAM that allocates funding more equitably by resident population

- The District Budget Advisory Council (DBAC) subgroup continues to work on the budget allocation model (BAM), specifically refining cost per FTES. Right now, the subgroup is developing end-of-the-year projections of expected expenditures through June 30, which will allow the District to build a tentative budget for 2019-2020 and allow projection of what the tentative balance might be as well as resources to be carried over to the 2019-2020 year. There will be a "hold harmless" provision in the 2019-2020 budget, meaning the District expects no decrease in revenue at the colleges.

2024 Objective 48: Expand non-general fund sources

- In partnership with the RCCD Foundation, Dr. Bryan Reece, Norco College president, will be unveiling a new Visionary Circle donor society at the April 18 Dinner with the President event. This will provide the mechanism and structure to facilitate private/corporate donations in support of Norco College's Educational Master Plan initiatives.

- Dr. Wolde-Ab Isaac, RCCD chancellor, held a briefing for districtwide leadership (all constituency groups) on Friday, March 29, to discuss another general obligation bond. The District is planning to present a large facilities bond (more than \$800 million) to the voters of our district on either the March 2020 or November 2020 ballot (to be determined). Additional details, and a FAQ sheet, are forthcoming. Feel free to direct any questions to Dr. Kevin Fleming, interim vice president of Strategic Development, at Kevin.Fleming@norcocollege.edu.
- **Hey, Look!** The second annual [Dinner with the President](#) fund-raising event takes place April 18. **Discounted tickets are available to Norco College employees** at \$70 per person (regularly \$100, limit two). To take advantage of this opportunity, please drop off cash or check at the President's Office by April 12. Checks should be made payable to the RCCD Foundation.

2024 Objective 49: Collaborate with RCCD to secure state/federal legislation in support of strategic goals

- Strategic Development is convening a group to review California laws and policies regarding workplace learning in response to a [Jobs of the Future Foundation](#) report. The purpose is evaluating future opportunities to suggest legislative changes to advance the Educational Master Plan.
- Norco College is joining the [California EDGE Coalition](#) in support of California [Senate Bill \(SB\) 554](#) (Roth). This bill seeks to expand dual enrollment opportunities for adult education students who are pursuing their high school diploma to help facilitate their pathway toward a degree or certificate. The Senate Education Committee held a hearing on Wednesday, April 3. Dr. Reece was invited to attend in support of this bill.
- President Reece also testified in favor of [SB 563](#), College and Career Access Pathways Pilot Program (Roth), at the Senate Education Committee meeting on April 3. This bill on dual enrollment will help the entire state and Norco College specifically. The bill passed the Senate committee unanimously.

2024 Objective 50: Launch a Norco College auxiliary for revenue-generating projects and programs

2024 Objective 51: Develop public-private partnerships to support strategic goals (especially facilities)

Student Transformation

Goal 1 (Access): Expand college access by doubling current headcount and FTES

2024 Objective 1: Reach 78% of our 2030 comprehensive college goal for FTES; go from approximately 7,300 to approximately 9,900 FTES

2024 Objective 2: Develop intuitive and efficient onboarding processes

- In May, two-term registration will take place for summer/fall 2019.

2024 Objective 3: Expand enrollment with strategic groups

- Summer Advantage is expanding to include an Individual Learning Activity (ILA) course, probably ILA 3: Student Resiliency, and a guidance class, to be identified. The course is being added to provide a more comprehensive orientation to all students.

Goal 2 (Guided Pathways): Improve four-year completion rates by flipping the "20/80 to 80/20"

2024 Objective 4: Implement Guided Pathways model

- Work is in process toward implementation of student success teams in the Schools as well as identifying space for student engagement centers. (For more information on student engagement centers' possible locations, see the item under Objective 39.)

2024 Objective 5: Improve completion metrics

- Strategic Development has collaborated with the [California EDGE Coalition](#) to discuss statewide initiatives to improve community college completion rates.

Goal 3 (Equity): Close all student equity gaps

2024 Objective 6: Eliminate disproportionate access

2024 Objective 7: Eliminate disproportionate success

- The new Equity Plan for 2019–2021 is currently being developed with input from administrators, faculty, and staff. The new plan includes foster youth, disabled students, low-income students, veterans, ethnicity, first generation, and LGBTQ+ disaggregated by gender. The state Chancellor’s Office has suggested the use of two disproportionately impacted (DI) methodologies—proportionality index (PI) and percentage point gap (PPG, [definition](#))—which differ from the 80% Rule methodology that we used in the previous Equity Plan. The table below shows a comparison of DI results from each of the three methodologies.

Table 1. Displays the DI groups that are identified using the Proportionality Index (PI), Percentage Point Gap (PPG), and 80% Rule when data are disaggregated by gender and ethnicity. The groups that are green are not DI groups, red are DI groups, and grey have sample sizes that are 10 or fewer so they are suppressed.

Gender	Ethnicity	PI	PPG	80% Rule
Female	Asian	Green	Green	Green
	African American	Green	Green	Red
	Hispanic	Green	Green	Red
	Native American	Green	Grey	Grey
	Pacific Islander	Green	Grey	Grey
	White	Green	Green	Red
	Multi-ethnic	Green	Red	Red
	Unknown	Green	Grey	Grey
Male	Asian	Green	Green	Red
	African American	Green	Green	Red
	Hispanic	Green	Red	Red
	Native American	Green	Grey	Grey
	Pacific Islander	Green	Grey	Grey
	White	Green	Green	Red
	Multi-ethnic	Green	Green	Red
	Unknown	Red	Grey	Grey

Although the PPG and 80% Rule methodologies both use four-year transfer rates, the PPG does not show as many DI groups. The PPG compares the transfer rate of each group to the overall Norco College transfer rate, whereas the 80% Rule compares the rate of each group to the rate of the group with the highest rate. Since the Hispanic groups make up the majority of students at Norco College and have had low transfer rates, these groups affect the overall transfer rate, allowing several groups to be labeled “no DI.” The 80% Rule highlights that one group (Asian female students) outperform all other groups; therefore, although African American males (a historically DI group) have a transfer rate of 11.8 percent, which is greater than the overall rate of 10.3 percent, the 80% Rule shows a potential equity gap to be aware of.

- Disability Resource Center (DRC) testing will be moving to the current location of the Professional Development Center (PDC) in Library 101. The goal is to have the move completed in April.

Goal 4 (Professional Development): Implement PD around GP and equity framework; foster a culture of ongoing improvement

2024 Objective 8: Launch professional development program/infrastructure

- The second session of the [Creating a Caring Campus initiative](#) is to be held April 11, during spring break. The [Institute for Evidence-Based Change \(IEBC\)](#), which is facilitating the sessions, has partnered with the California Community Colleges Chancellor's Office to heighten implementation of the statewide [Vision for Success](#) and increase classified staff-student engagement.

2024 Objective 9: Develop certification programs for core constituent groups around equity/GP framework