

MEMO



DATE: July 17, 2020
TO: Norco College
FROM: Dr. Monica Green
RE: 2019-2020 End of the Year Memo

The 2019-2020 academic year has certainly been unprecedented. The grit and resilience I witnessed from every Norco College employee has been a powerful force that has provided me with inspiration as we successfully ensured instructional continuity and student support services online. As I reflect on this last year, I am reminded of all we have accomplished together despite the global COVID-19 pandemic and social injustices. 2019-2020 yielded an approved Facilities Master Plan, 2020-2030 Educational Master Plan, a successful accreditation visit (complete with a standing ovation from the visiting team), approval of funding priorities, and a 100% conversion of our Spring classes to online education. We made hard choices, facilitated difficult conversations, and remained student-centered at every turn. Without question, our College had a productive year of adapting, planning, collaborating, and strengthening our academic community.

Of course, all these notable activities occurred on top of the day-to-day instructional activities of the college, which were extraordinarily impressive this year. I would be remiss not to express my admiration and sincere gratitude to every single faculty member that transitioned our courses online within one week this March and to every classified professional that supported the accessibility of our online courses. On behalf of our students – thank you, thank you, thank you! Your hard work to ensure instructional continuity during this global pandemic illustrates the epitome of living our mission.

In this annual summary, the following end of year highlights are based on the priorities we as a college community developed together. Authentic assessment and measurable outcomes are directly tied to our resource allocations. I would like to congratulate each and every one of you on a job well done!

Accreditation

Congratulations! This spring, the Accrediting Commission for Community and Junior Colleges reviewed our Institutional Self Evaluation Report (ISER) following the peer review team visit. All your collective efforts resulted in Norco College receiving reaffirmation of accreditation for seven years! The College received one recommendation to improve quality within distance education. We received four commendations for which the Commission believes the institution has exceeded standards in the areas of: 1) cultivating a collaborative culture of innovation using data and assessment to set transformational goals, 2) sustained and substantive dialogue about

equitable student outcomes and employing a guided pathways framework, 3) innovative access & success practices as exemplified by strong external partnerships, and 4) our data-driven process to finalize a fair, equitable, and transparent Budget Allocation Model.

Norco College Personnel Additions in 2019-2020

Full-time Tenure Track Faculty

Parissa Clark	Political Science
Monica Huizar	Counseling
Adam Martin	Business Administration/Entrepreneurship
Adriana Moreno	Counseling
Jesus Reyes	Biology/Anatomy Physiology
Aaron Roy	Physics
Jesus Vela	Electricity
Cameron Young	English

Managers

Antonio Muniz	Assistant Manager, Food Services
Valorie Piper	Director, National Center for Supply Chain Automation
Carlos Vasquez	Interim Apprenticeship Director
Caitlin Welch	Acting Research and Assessment Manager
Travonne Bell	Custodial Manager

Classified (new hires only)

Ernesto Cardenas	Custodian
Luis Diaz	Student Financial Services Outreach Specialist
Janett Fragoso	Laboratory Technician II
Leonardo Rivera Garcia	Outreach Specialist
Melanie Golbach	Support Center Technician
Michael Honesto	Custodian
Leslie Jones	Custodian
Myrna Palacios	Grants Administrative Specialist
Virginia Perez	Medical Administrative Assistant
Stephanie Podein	CTE Projects Specialist
Cruz Rodriguez	Senior Custodian
Mark Walcott	Library clerk I

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.

Technology Upgrades in 2019/20

Based on a review of our computer hardware inventory and replacement schedule, which was updated and validated in 19/20, 20% of administrative workstations and 14% of instructional workstations were purchased, imaged and installed by Norco College TSS. College-wide, 16.5% of computer workstations were refreshed with new machines in 19/20. 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 audio/visual equipment in 19/20:

- IT 101 A/V upgrade
- CSS 217 A/V upgrade
- Library and LRC Interactive projection systems new/upgrade
- ATEC 205, 210, 211, and CACT 1 A/V upgrade
- Interactive displays for CSS 217 and Business Park
- STEM 115 A/V upgrade
- IT 108, IT 110, 206, LIB 121, WEQ 7 projector screen replacement
- LIB 109 and 110 – audio system upgrade

Instructional Equipment and Supplies in 2019/20

The College continued to upgrade its instructional equipment utilizing both grant funding and the instructional equipment allocation from the State. In 19/20, Norco College spent \$110,542 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 \$51,764 in available instructional equipment funding into 20/21, which will be critical as the 20/21 state budget does not provide funding for instructional equipment. Total college-wide equipment purchases from general fund and restricted funding sources exceeded \$2.1 million in 19/20.

The College spent a considerable amount of restricted lottery funding on instructional supplies, \$345,012 of the \$448,040 total budgeted in 19/20. Restricted lottery revenue in 19/20 was budgeted at \$403,267 with \$44,773 unspent in 18/19 and carried over to 19/20. The estimated balance from 19/20 is \$103,028 and will be carried over to 20/21. The college also invested almost \$90,000 in a nuclear magnetic resonance spectroscopy machine (NMR) to enhance studies in chemistry.

Below is a partial list of instructional equipment and supplies purchased based on departmental ranking of items requested in program review.

1. Peristaltic pump 2. Culture tube rotator, 3. Culture tube basket 4. Isotemp 100L incubator 5. Norlake refrigerator 6. Biomate OD600 Spec 7. end cap shelving in ST203 8. Autoclave	70,000
Light version of 3D printer ,MAKERBOT REPLICATOR+ https://www.makerbot.com/3d-printers/replicator/	28,000
Laser Engraver/Cutter	15,000
Replenishment of expendable supplies and purchase of alternate materials as courses and programs have changed	15,000
1 mg Precision Balances with Side Shields: Top loading balances with 1 mg precision and side shields are needed to replace the current balances used in our General Chemistry (CHE-1A/1B) and Organic Chemistry (CHE-12A/12B) classes. The current balances used in these classes are older and do not have side shield, which limits their accuracy due to drafts that affect the weighing process. Nine of these balances are requested.	14,760
Maintenance on machines in the CACT 3 lab	10,000
0.1 mg Precision Balances with Side Shields: Precision (0.1 mg capacity) balances are needed in our Organic Chemistry teaching labs. (We currently have none available for our students.) Two precision balances for HUM 208 are requested, which will be shared by the students in each of our Organic Chemistry lab classes (CHE-12A/12B).	8,300
Teaching CAD programs require a 3D Printer inside the classroom. I ask for a basic 3D Printer (light version) inside each CAD class (ENE30, ENE42, ENE42B, ENE41)	6,000
Vernier Temperature Probes: Temperature probes are needed to measure changes of temperature with time for various General Chemistry lab experiments. These are compatible with our existing Vernier equipment.	3,600
ProQuest Research Companion Database will help students do more effective scholarly research and write more clearly and persuasively. It can be integrated into Canvas and used to create assessments.	2,590
Vigreux columns are key glassware items used to construct apparatuses for fractional distillation, which is the primary technique for purifying liquids employed in our Organic Chemistry teaching labs. We are seeking these columns to outfit the Organic Chemistry lab kits of both our first- and second-semester Organic Chemistry classes (CHE-12A and CHE-12B).	2,500
Hotplate/Stirrers: Hotplates/stirring units are routinely used in General Chemistry and Organic Chemistry classes. The additional hotplate/stirring units are being requested to replace broken equipment.	2,450
Gilson MICROMAN Displacement Pipettes: These are adjustable volume pipettes used to transfer desired volumes of liquids. We currently have five of these units and they are used in the majority of the experiments performed in our Organic Chemistry classes. The requested adjustable volume pipettes would double the number of units available in our labs and would prevent delays that are currently experienced by students by having to wait for these items to become available.	2,425

College Facilities Improvements in 2019-20

The College was very active in 19/20 with facilities upgrades and reinvestment in our physical plant. Some examples of funded and completed projects are shown below.

- Parking Lot A renovation
- Installation of 4 filtered water bottle filling stations
- Lactation station
- Faculty office construction and new fixtures, furniture and equipment
 - WEQ W9 Faculty Offices
- Energy efficient lighting controllers throughout campus
- New soccer and rugby field installation
- New fire alarm system for the STEM building
- Improved ADA access from our parking lots onto campus
- 3rd Street Bus Stop shelter (no cost to the college)
- LRC Learning Spaces
- PT Faculty Offices in LRC
- Science Lab Shelving installation
- West end Drive paving repairs
- Library roofing replacement
- Palm tree trimming

- STEM solar display pole installation (student designed project)
- Engagement Centers
- Corral coffee and espresso bar installation
- CACT HVAC Replacement – Prop 39 project

Progress on Key Initiatives

Guided Pathways

- Norco College launched our School Engagement Centers in Fall 2019 as part of our Guided Pathways efforts. These centers serve as a school-based first-stop shop for first-time, new college students. With a focus on Getting Student on Path, the centers provide onboarding support that is engaging and responsive to student needs. The centers are staffed by two Educational Advisors, our Placement Coordinator, the Enrollment Services Assistant, and Student Ambassadors.
- Norco College adopted Educational Master Plan objectives directly related to Guided Pathways.
- Key Performance Indicators directed at monitoring Guided Pathways outcomes were aligned to EMP goals. The new Strategic Structure of Norco College will assign goals and KPIs to particular groups for implementation of strategies and monitoring of KPIs.
- Norco College has developed Equity and Guided Pathway School Faculty Coordinators. The positions have been vetted through the Academic Senate and CTA. The coordinators will represent the college for Guided Pathways from each of the schools and initially on a two-year rotation. Additionally, they will assist in the facilitation of Guided Pathways and Equity based professional development with Academic Senate. These new members to the Guided Pathways team will allow for more voices in the conversation as we implement our strategies around the four pillars and the SOAA.
- Norco College is utilizing the RP Group’s Leading from the Middle program to have a team develop faculty mentorship program and protocols. This team represents the four schools and counseling and will help develop guidelines and processes for faculty mentorship for students in years 2 and beyond. Year one students have mentorship through Educational Advisors and program advisors. This group will be defining, creating and implementing areas of faculty advisement for the future. This work has continued during the pandemic and will continue into next academic year.
- The expansion of EduNav, our online interactive educational planning tool, necessitated the expansion of our Pathways maps. This joint project between student services and academic affairs led to the refinement of our EduNav pathways and Pathway maps. Counseling faculty worked collaboratively with Instructional faculty to prioritize course electives for our pathways in order to Clarify the Path for students.
- Norco College was awarded a highly competitive Title V, Developing Hispanic-Serving Institutions Program (DHSI) Grant in October 2019, Project PACES: Pathways to Access,

Completion, Equity, and Success. This five-year grant supports the advancement of our Guided Pathways efforts with a focus on financial literacy, onboarding, student completion and equity and provide much needed funds to support pillar activities in helping students Stay on the Path.

High School-Based Programs

- We are now offering 11 CCAP programs in 8 schools throughout CNUSD, JUSD, AUSD and an online statewide school (CAVA). In 2019-20, 1,253 students were served completing a total of 5,062 units.
- JFK Middle College High School continues to evolve by incorporating the IGETC program through CCAP.
- 37 JFK students completed an AA degree and graduated high school completing a total of 111 degrees.
- 1,800 Dual Enrollment applications were received in Spring 2020 for enrollment into 2020-21.

Prison Education

- In 2019-20, the Prison Education Partnership served 368 individual students with 70 course sections offered on site at California Rehabilitation Center, a medium security state prison for men located in Norco. These sections covered 36 distinct courses across 16 disciplines. They provided students with all courses needed to complete an Associate Degree for Transfer on the CSUGE pattern, including courses in all Golden Four areas and physical and biological sciences with a lab.
- In January of 2020, Norco College hosted its first commencement ceremony on site at CRC for students receiving Associate of Arts Degrees. The ceremony was small but powerful, with a moving speech by student speaker Cordell Jones and messages of support from Norco College administrators and faculty, Warden Cynthia Tampkins, and family members in attendance. Twenty-seven incarcerated students completed associate degrees in the 19FAL semester, including six Associate Degrees for Transfer. Counselors project that an additional twenty-five students will be eligible to receive associate degrees after 20SPR, including twelve Associate Degrees for Transfer.
- During the period of COVID-19 prevention, the program quickly pivoted from face-to-face education to a correspondence mode of instructional delivery. It was able to maintain all thirty course sections offered in 20SPR to keep students on their educational paths.

Apprenticeship

- Provided Department of Apprenticeship Standards on-site services through our Center for Workforce Innovation to build and strengthen our local and regional apprenticeship network and provide technical assistance for regional partners.
- Norco College hosts two types of apprenticeship programs: Traditional and “New and Innovative”

Traditional:

- Provided 52,806 hours of related supplemental instruction to over 300 registered apprentices (generating approximately \$50k for Norco College) in partnership with the International Brotherhood of Electrical Workers (IBEW).

New and Innovative:

- Continued building "new and innovative" apprenticeship programs serving local employers providing career entry to advanced manufacturing and electrician apprenticeships for 55 new apprentices
- Established an employer-led apprenticeship committee for the manufacturing sector through the Local *Apprenticeships* Uniting a *Network* of Colleges and High schools (LAUNCH) Apprenticeship Network
- Hosted regional apprenticeship consortium activities in partnership with five community colleges in the Inland Empire focused on building early childhood education apprenticeships
- Developed and received approvals for the first Apprenticeship Manufacturing Technician certificate program at Norco College and continued to develop the first locally available Apprenticeship degree program for anticipated start in Fall 2020

Veterans Initiative

- The College ranked “Best for Vets” in 2020 by the Military Times. This is the fifth time in six years that the college has achieved this distinction.
- Two dedicated academic counselors currently serve veterans and dependents in major terms
- \$10,000 was awarded by the Albertson’s Foundation to support services held in the Veteran’s Resource Center and continued expansion of the Military Articulation Platform.
- Significant milestones were achieved in the application of the Military Articulation Platform (MAP)
 - With Norco College’s lead, 10 colleges in the Inland Empire Desert Regional Consortium are now MAP-enabled institutions.
 - In Spring 2020 semester, one Norco College veteran is in the queue to receive 17 units through the Military Articulation Platform. As a result, we are actively working with IT to publish military credits.
 - To date, 4689 MOS/Military courses have been reviewed, 400 articulations have been approved by Norco College faculty, 110 have been approved by NC Articulation Officer and ready for implementation.
 - Most articulated program is NAS/NCE536- Retail Management articulated to 3,024 MOS/military courses followed by NAS/NCE524- Business Administration (General Business) with 2,606 articulated MOS/military courses.

Noncredit Education

- Approvals completed for 42 noncredit courses and nine noncredit certificate programs in support of upskilling and reskilling workers in our service region.

Progress on Key Activities

Assessment

- Entered into Accreditation Visit in March with the following:
 - Course SLOs at highest completion in Norco's history - 90.5%
 - 26 disciplines with 100% assessment completed and 10 disciplines at 90% or higher assessment completed.
 - Program (PLO) assessment at highest completion in Norco's history - 85%
 - 68/75 programs had 100% assessment completed.
- Implemented new assessment dashboard from Nuventive to monitor completion of course and program SLO completion.
- Sent out survey to faculty to "assess assessment" and made plans to improve based on results.
- Due to popular demand, continued to offer: Assessment Drop-in Hour, Assessment Boot Camp, Individual assessment appointment to support completion for faculty.

Career Services

- 896 new students registered for NC Connect and 68 new local employers posted jobs for the first time.
- 8,603 log-ins and 1,658 direct applications for jobs within NC Connect by students and alumni.
- 1,535 different local jobs were advertised to students.
- 33 local job fairs were advertised including the Riverside 2020 Job Fair in January that was put on in partnership with the Greater Riverside Chamber of Commerce.
- 22 career and employment workshops offered on topics including resume writing, interview skills, LinkedIn, and career exploration.
- New Career Center YouTube channel created in response to COVID-19 closures with videos on employment news updates and a Resume Writing Overview.
- 300+ students were hired through the Student Employment Office to work in college work-study programs. Through collaboration with the district, wages were extended for all student employees during the COVID-19 closure through the end of the Spring term.
- The Career Center Director participated in the Regional Job Developer roadshow project to visit and network with several large employers on the western side of the region.
- A new career decision making process was launched to guide students through a more intentional process of career development and exploration. The roll-out included trainings for dozens of counselors and guidance instructors, and the development of new career resources to help students.

Library and Learning Resource Center

- Implementation of a new cloud-based library services platform to circulate and track library materials, and provide OneSearch technology for a more comprehensive and efficient research experience. Student equity and access to resources is expected to increase by employing this statewide system.
- Addition of the JoVE Peer Reviewed Scientific Video Journal electronic resource to support our online science lab instruction. JoVE is a video library dedicated to teaching

the practice and theory of scientific experiments through engaging and easy-to-understand visual demonstrations.

- The library added Norco College ID card creation service for students during ALL library open hours.
- Project for refurbishing of library Reference Collection stacks area to provide 42 new student study stations was commenced.
- New library furniture added: Attractive bookstore-type display shelving, magazine displays and pamphlet/information racks.
- Library and LRC continued to offer 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

The Marketing Committee, Strategic Development, and Student Life collaborated to lead multiple Branding Refresh projects including:

- Finalization of our brand platform, including the Norco College Brand Pillars, Personality Traits, Elevator Speech and Brand Messaging Points.
- Development and approval of a new Visual Mark for the college. Rooted in research, the Visual Mark went through many iterations and ultimately a college wide stakeholder survey to provide feedback for the final mark.
- Athletics presented a new style guide to the college community. The new visual system includes new logo variations that can be used in multiple formats that truly match the Norco College athlete's determination and strength.



- **Conversion Campaign:** To assist with Summer and Fall 2020 enrollment, Norco College participated in the Inland Empire Desert Regional Consortium conversion campaign. Sending weekly emails to students' personal emails who had applied but not enrolled. These email addresses were also linked up to social media accounts (Facebook, Instagram and YouTube), from which advertisements encouraging enrollment were delivered.
 - 34,286 emails sent
 - Average rate of Opens: 47.56%
 - Impressions Delivered: 192,535
 - YouTube Videos Views: 20,244

Strategic Development & Planning

In 2019-20 Institutional Effectiveness merged with Strategic Development thus better aligning our institutional research, planning, and grant development efforts. Norco College continued to excel at securing external revenue in support of our mission. The College secured another \$7,768,748 in competitive grants with \$8,155,472 in submitted applications still pending. The total grant and related activity total this year was \$21,190,895, which represents a 45.4% increase from 2018-2019. Notably, this support included funds for instructional equipment, Guided Pathways, job development, veterans support, development of a scheduling platform, workforce training, Career & Technical Education, former Foster Youth, emergency relief for students due to COVID-19, and the Norco Promise program.

Program Review

- Documented the process from program review to resource allocation.
- Revised Resource Request form to align with new process that summarizes requests by type, which greatly simplifies the prioritization process. The new form resource requests from all program review areas: Instructional, Student Services, Administrative.
- Engage in weekly meetings with Nuventive Managed Services to reinvent the Improve platform that:
 - Integrates assessment data
 - Aligns with new Educational Master Plan goals
 - Creates an easily accessible list of resources to be prioritized and funded
- Reviewed and edited any portions of the ISER that referred to program review or resource allocation.

In Conclusion

This last year, we said goodbye remotely to 17 faculty, classified professionals, and management retirees totaling 430 years of service! Their contributions to Norco College are long-lasting and very deeply appreciated.

As we embark on the 2020-2021 academic year, we will continue to live our mission of improving student access, equity, and success via the ongoing assessment of our allocation of resources. 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.

I thank you for all that you do every day.

Go Mustangs!