

MEMO



DATE: June 9, 2023
TO: Norco College
FROM: Monica Green
RE: 2022-2023 College President Memorandum

The 2022-2023 academic year was a productive year for our college. As a result of continuous improvement in program review and authentic assessment processes, the college community has provided important information, insight, and recommendations to assist leadership in making sound and informed decisions to best support student success. The 2022-2023 year brought with it a significant amount of continued one-time HEERF and COVID-related funding that allowed the college to transition successfully out of the pandemic and back to new teaching, learning, and student support environments that are focused completely on student success. These one-time funds really helped our college meet our students where they are, including investments in instructional equipment, supplies, technology, and increased student and academic support opportunities to aid students. The continued impact of COVID on enrollment is an on-going priority for the college and while enrollments have not yet fully recovered, this year we saw a 13.4% increase from last year.

Over the course of the year, recommendations from our new governance structure with valuable feedback from operational teams have guided us in determining our priorities, enabling us to allocate resources based on our shared wisdom. We are immensely grateful for your coordinated and collaborative contributions. In this College President Memorandum (SPGM Evaluation of the Planning and Decision-Making Process #3), the following funded resource requests are based on the priorities we developed together. Congratulations Mustangs!

Norco College witnessed the culmination of a two-year project of Equity in Guided Pathways to reorganize the academic and student-facing structures of our institution to support the advancement of student equity and student success. The Guided Pathways & Equity Project Team, in consultation with all constituent groups, including faculty, classified professionals, managers, and students, submitted three recommendations to the Norco College community in the [School Reorganization Proposal](#). Those recommendations included the following:

1. Cohesive Operational and Student-Facing Structure
2. Three (3) Divisions with Dean Support
3. New eight (8) School structure (plus Counseling)

All three recommendations were unanimously approved by the Norco College Academic Senate and College Council in Spring of 2023. All three recommendations have the approval and full support of Executive Cabinet and the College President. As such, the college will be prioritizing funding for the Dean of Career Education (reorganizing the Associate Dean of CTE position) and increase in costs for department chair reassignments and stipends. Furthermore, efforts to support the advancement of Equity in Guided Pathways in relationship to the School Reorganization Proposal includes the move of Equity Programs (Men of Color Scholars, Puente, TRIO SSS, and Umoja) to the Dean of Grants, and Student Equity Initiatives in [Planning & Development](#); the reorganization of the Associate Dean of CTE to a Dean of Career Education, and alignment of educational partnership to the VP of [Academic Affairs](#). In [Student Services](#), reorganization includes transitioning outreach functionality to the Dean of Student Services, the elimination of an outreach manager, the expansion of a two-year College Promise, and the addition of a FT Educational Advisor. Lastly, with the approval of the Career and Academic Pathways

(CAP) Hour by Academic Senate and College Council, the President’s Office will establish a monthly CAP Hour in the 2023-2024 academic year on first Thursday of the month during college hour at 12:50pm.

Prioritized Personnel Additions 2022-2023

Faculty: Based on program review requests, one-time funds were used to substantially increase counseling services (over 6,000 hours) this past year. Faculty hires were also recommended and endorsed by Academic Planning Chairs during the program review prioritization process. The following 11 approved faculty positions for FY 22-23 were newly hired or filled replacement positions. Many are underway and still pending hiring process completion:

Name	Discipline	Type	Start
Haley Ashby*	Outreach Librarian	New Position	Fall 2023
Steven Chang	Biology/Anatomy & Physiology	New Position	Fall 2023
Sean Davis**	General Counselor	New Position	Fall 2023
Banibrata (Bani) Ghosh	Chemistry	Replacement	Fall 2023
Mike Leese	Administration of Justice	New Position	Fall 2023
TBD	General Counselor	New Position	Fall 2023
TBD	General Counselor	Replacement	Fall 2023
TBD	UMOJA Counselor	Replacement	Fall 2023

*Haley Ashby: LSP Librarian -> Outreach Librarian

**Sean Davis: UMOJA Counselor -> General Counselor

Three faculty joined us mid-year in Spring 2023

Zander Allport	English	Replacement	Spring 2023
Khosrow Rad	Electronics	Replacement	Spring 2023
Melissa Wilson	Psychology	Replacement	Spring 2023

Classified Professionals: The new/replacement classified professional positions added to the Norco College roster during the last year, included nine (9) positions, four (4) of which are part-time positions.

Name	Department	Type	Title
Javier Ahedo	TRIO-SSS	PT, 48.75%	Student Success Coach
Samantha Cannon	Academic Counseling and Career Development	FT	Educational Advisor
Kody Cobb	Admissions and Records	PT, 75%	Student Services Specialist
Cheryl Cox	Library	FT	Library Technical Assistant II
Raquel Cruz	Food Services	FT	Food Service IV
Mayte Estrada Galvan	Phoenix Scholars	PT, 75%	Student Resources Specialist
Ibteahal Jneidi	Library	PT, 12.5%	Library Clerk I
Brianna Reyes	Library	FT	Tutorial Services Clerk
Mark Walcott	Library	FT	Tutorial Services Clerk

Administration: The 2022-2023 year is also concluding with one (1) new categorically funded management position, three (3) replacement positions, and four (4) interim positions.

Name	Department	Type	Title
Travonne Bell	Facilities	Replacement	Director, Facilities
Peggy Campo	Instruction	Interim	Dean of Instruction
Juan Gonzalez	Career Education	Replacement	Apprenticeship Director
Tyee Griffith	Instruction	Replacement	Associate Dean, Educational Partnerships
Tenisha James	Planning and Development	Interim	Vice President, Planning & Development
David Schlanger	Student Services	Interim	Dean Student Services
Kimberly Thomas	Student Life	New	Supervisor, Basic Needs and Wellness
Ray Vasquez	Facilities	Interim	Manager, Facilities Grounds and Utilization

New Programs

Throughout the 2022–2023 year faculty created and approved 16 new credit and noncredit programs through the curriculum process, including the addition of seven (7) new Apprentice Degree/Certificates offered through our new partnership with the Southwest Carpenters.

Academic Program	Credential
Data Science	Associate Degree
Communication Studies 2.0	Associate Degree for Transfer
Apprenticeship Carpentry, Acoustical Installer	Associate Degree & Certificate
Apprenticeship Carpentry, Concrete	Associate Degree & Certificate
Apprenticeship Carpentry, Drywall Finisher	Associate Degree & Certificate
Apprenticeship Carpentry, Drywall Lather	Associate Degree & Certificate
Apprenticeship Carpentry, Finish Carpentry	Associate Degree & Certificate
Apprenticeship Carpentry, Framing	Associate Degree & Certificate
Apprenticeship Carpentry, Tilt-Up	Associate Degree & Certificate
Data Analytics	Certificate of Achievement
Python Programming	Certificate of Achievement
Essential Revit	Noncredit Certificate
Essential 3D Tour	Noncredit Certificate
Essential SolidWorks	Noncredit Certificate
Essential Fusion 360	Noncredit Certificate
Essential CAD	Noncredit Certificate

Retirements in 2022-2023

This year we say goodbye to one faculty member retiree, Peter Boelman, one classified professional retiree, Christopher Poole, and one member of the management team, Maureen Sinclair.

Focus on Safety and Emergency Preparedness in 2022-23

The College continued to commit resources, planning and training to focus on Norco College safety and emergency preparedness. In this year, the College expended resources on emergency operations training for managers, upgrading evacuation and fire extinguishers signage throughout campus, installing emergency phones for each classroom, replacing the emergency radio antennae, and purchasing new radios, upgrading, and testing the emergency public address system, and purchasing “stop the bleed” kits for all of our AED locations.

The College also placed a high priority on emergency preparedness training collegewide, with over twenty training and workshop opportunities provided to the Norco College community in 2022-23. A sampling of the training topics includes active shooter response, emergency operations center, radio communications, emergency communications, crowd management and the incident command system (Building and Floor Captains), bomb threat, bleeding control, accessible chair/disabled person transport, fire extinguisher use, and first aid/CPR training. Also, the College is sponsoring a three-day Community Emergency Response Team (CERT) comprehensive course that will be offered by our own faculty and safety and emergency planning coordinator for Norco College employees and community members.

The College will continue to emphasize emergency preparedness training in the 2023-24 academic year, with continuing resources dedicated to training and preparing our response teams to manage incidents at our college.

Instructional Equipment and Supply Investments in 2022-23

Instructional equipment revenue in 2022-2023 was budgeted at \$917,359, in addition to \$309,445.21 in carryover funds from FY 21/22. The actual expenses and encumbrances are estimated at \$582,488.01 which leaves an estimated balance of \$644,315.99 to be carried over to FY 23/24. This fund balance will be needed, as it is assumed there will be a significant decrease in state-funded instructional equipment funding in 2023-2024. Some examples of instructional equipment purchases in 2022-2023 include Apple Mac computer equipment accessories for piano music lab refresh, reverse osmosis system for microbiology area, audio/visual upgrades for various classrooms, instructional software, and science lab equipment.

The College invested a considerable amount of restricted Lottery funding in instructional supplies. Restricted lottery revenue in 2022-2023 was budgeted at \$478,786 in addition to \$397,857 carryover from 2021-2022. Actual expenses and encumbrances are estimated at \$572,370.34 which leaves an estimated balance of \$304,272.66 to be carried over to FY 23/24.

Prioritized Equipment Needs and Facility Improvements

Our strategic planning councils ranked equipment, technology, and facility improvement requests from each area program review. Before making purchase recommendations, leadership determined if grant or categorical funds could be used for purchases. The College started the year with a hybrid schedule, as classified professionals and managers were working from home and onsite. Thus, the College was very active in 2022-2023 with facilities upgrades and reinvestment in our physical plant. Some examples of funded and completed projects include:

- Development of a comprehensive wayfinding and signage design that is tied to our Guided Pathways implementation.
- The 3rd Street improvement project has been funded, designed, and approved in FY 22/23 for summer completion.
- Installation of emergency communication telephones in all classrooms on campus.
- Upgrades to the college’s building security with new door locks and keys being purchased in 2022-2023 and installed over the summer.
- Roofing replacement and repairs at West End Quad were undertaken.

- Library flooring replacement.
- Interior painting and refresh of Applied Tech., Humanities, Science & Tech., Library 1st floor corridor and classrooms, Theater classrooms, and music practice rooms (3) have been completed.
- Applied Tech 2nd floor deck improvements completed.
- Construction design documents of the Center for Human Performance and Kinesiology have been completed.
- Design of Norco College's Stokoe Early Childhood Education facility is well underway.
- Elevator refurbishment for Theater, Student Services, & Applied Technology buildings.
- Installation of new emergency lighting & back-up inverters in the Student Services, Applied Tech., Center for Student Success, Library, and Theater buildings.
- Upgrade to fire alarm panel and related hardware college wide.

As a result of the efforts by our college community, all 2022-2023 resource allocation decisions followed the established prioritization process with an eye towards our core commitments, budget priorities, and our strategic planning goals of student transformation, college transformation, and regional transformation. We will continuously assess and measure how our allocation of resources impacts student completion and our learning environment.

Thank you for the dedication and support you have shown in contributing to and fostering continuous improvement at Norco College.