

NORCO COLLEGE REGULAR UPDATE

October 19, 2018

Hello, Mustangs!

With this issue of the Norco College Regular Update, you'll notice a new structure that follows the outline for the draft Big Us Plan. Since we're in the middle of dialogue around a new Strategic Plan that uses The Big Us Plan as its framework, this structure may be modified over time. Enjoy this issue of the Regular Update, and feel free to send along your comments about this new newsletter structure to Regular.Update@norcocollege.edu. As always, in case you've missed any issues, all Regular Updates are archived on the President's webpage: <http://www.norcocollege.edu/about/president/Pages/Regular-Update.aspx>.

Happy reading!

1.0 STUDENTS—Norco College will improve student completion rates, close the equity gap and expand the college-going rate throughout the region.

1.1 Improve College Completion Rates

- **Wow!** As a result of rethinking the course schedule during the Academic Planning Council (APC) retreat in September, the Department of Sciences and Kinesiology added 15 new lecture and lab sections in biology, chemistry, and anatomy and physiology in the combined winter and spring 2019 lineup (three for winter and 12 for spring), with the intention of 20 new sections being added for fall 2019. The department's goal is to provide access to natural science courses with lab, such as biology, anatomy and physiology, and chemistry, in every time slot (morning, afternoon, and night) to help students meet their general education and prerequisite requirements. These newly added sections are for courses with traditionally long wait lists, for which students wait up to a year to enroll. This is accomplished by being willing to step outside the usual way of scheduling, explains Dr. Monica Gutierrez, acting co-chair for the Department of Sciences and Kinesiology. For example, the department has to find lecture space outside lab rooms in order to add more lab sections. "We're trying to make a schedule that works for the students," said Dr. Gutierrez.
- All are invited! The [Completion Initiative](#) workgroup meets the first Tuesday of each month from 2:00 to 4:00 p.m. in ST 107. Upcoming meetings for fall 2018 are on November 6 and December 4.
- Norco College is preparing to participate in the California Guided Pathways institute titled "Scaling Guided Pathways District-Wide" to be held November 28-29 in San Diego.

1.2 Close Equity Gap

- The [library's website](#) now includes a webpage dedicated to online educational resources (OER) and zero-cost textbook resources: <https://norcocollege.libguides.com/faculty/oer>. The College's first zero-cost textbook courses flyer, which also appears on the site, was posted across campus to inform students early in the fall semester to inform students. The College plans to continue this practice for future terms. Zero-cost textbook course options

for students address the District chancellor's overarching goals of access, success, and equity.

- On October 26, the three colleges in the Riverside Community College District are joining together for a Student Equity Conference titled "Understanding Our Students." Over 100 faculty, staff, and administrators, as well as one student from each college will participate in the all-day event at the Riverside Convention Center. From Norco College, the 26 attendees are 19 faculty (four of whom are counselors), one student, two classified staff, and four administrators. The summit is based on insights from research and practice relevant to men of color in community colleges.
- The week of October 15 was recognized as [Undocumented Student Week of Action](#) for California community colleges in advocacy for the Deferred Action for Childhood Arrivals (DACA) program. A number of events were scheduled this week at Norco College, including webinars on paying for college as an undocumented individual, knowing one's rights, entrepreneurship, and mental health awareness; and a screening of the film *Documented*.

1.3 Expand College-Going Rate in our Service Area

- **Wow!** Through high school articulation programs, Norco College saved local families \$247,204 in college tuition costs for units taken in the 2017-2018 academic year. If the same classes were taken at a University of California campus, the savings would translate to \$2,128,104. For more information on this news, click here: <https://www.norcollege.edu/news/Pages/High-School-Articulation-Courses-Save-Families-Over-2-million-dollars.aspx>.
- According to Dr. Maureen Sinclair, director for high school programs and CREST, fall 2018 enrollment for Norco College's dual enrollment/California Career Access Pathways (CCAP) program at Eleanor Roosevelt, Jurupa Valley, Norco, La Sierra, and Centennial high schools is 384 students, for a total of 1,609 units. The program's growth has occurred in a short time; a year and a half ago, zero students were enrolled in on-site courses at these schools.
- For spring 2019, Alvord Continuation School, John F. Kennedy hybrid high school, and Santiago High School will begin their CCAP agreements. Corona High School is scheduled to begin in fall 2019. Dr. Sinclair says high schools continue to show strong interest in partnering with Norco College on dual enrollment.

2.0 REGION—Norco College will play a leadership role in regional economic and academic development.

2.1 Implement Key Stakeholders Communication Strategy

2.2 Promote Economic Development in Region

- To take a leadership role in regional economic development, the College is planning an "all-chambers" event in spring for chambers of commerce in the area.
- There is discussion about expanding membership on the President's Advisory Board to between 30 and 40 people, which will basically double the current number.

2.3 Promote Academic Development in Region

- The College, in coordination with the California Department of Corrections and Rehabilitation (CDCR), is working to expand the number of students in the Next Phase program. To do this, a dramatic increase in instructional space is needed. Solutions may include use of Ingalls Hall, a 64,000 square foot building with possibility for 24 classrooms. According to Dr. Samuel Lee, vice president for Academic Affairs, 24 rooms could serve about 2000 full-time students per year. Last week Norco College administration visited Ingalls Hall with architects from the DLR Group. A meeting is tentatively scheduled for November in Sacramento with CDCR along with representatives from Senator Kamala

Harris's and Assembly Member Sabrina Cervantes's offices to explore the idea of a Norco College CRC campus.

- Next Phase Director Dr. Jessica Cobb attended a conference of the California community college face-to-face prison education program at the state chancellor's office in Sacramento on October 15. The Conference of Colleges for Currently Incarcerated Students provided information on coordinating with the Department of Corrections on CDCR policies and opportunities for feedback on improving the program.

2.4 Promote Community Development in Region

- The first list of Norco College-specific [Community Education classes](#) (click link for list) was approved by the Board of Trustees on October 16. The plan is for these courses to be offered through the Jurupa Community Services District. Multiple locations are being explored.
- In its commitment to creating long-term relationships and mutually beneficial partnerships with our local community, Norco College wants to be actively involved in every civic organization in the region. To identify existing relationships and partnerships and to address areas where gaps and opportunities exist, the College is developing a reference list for all known and available partnership organizations. If you volunteer locally, the Strategic Development office would like to hear from you—or if you are interested in information on becoming involved locally, Strategic Development can help you get connected. Email Desiree Wagner at desiree.wagner@norcocollege.edu.
- In connection with development of a Norco College early childhood center, a conversation has begun about a kindergarten-through-eighth-grade STEAM (science, technology, engineering, arts, and mathematics) academy on the College campus. Dr. Sarah Burnett, professor of early childhood education, and Dr. Lee are planning to meet with the Corona-Norco Unified School District (CNUSD) to gauge interest and feasibility.

3.0 PROGRAMS—Norco College will become a comprehensive college with programs and services that are expansive and perform at levels of excellence.

3.1 Develop/Expand/Improve Instructional Programs

- Norco College administration met with Navy leadership on October 9 to talk about how the proposed photonics research center can help both the College and the Navy move their missions forward.
- On October 16, the Board of Trustees unanimously approved [moving forward with the feasibility study](#) for a new School of STEM with a National Photonics Research Center. The District Strategic Planning Committee (DSPC) will be discussing the outline and contents of the feasibility study at its next meeting. Subsequently, the College will begin to pursue formal memorandums of understanding (MOUs) with all partners and collaborators.
- The College is working on MOUs with the University of California, Riverside (UCR) and CalTech, and has started a conversation with USC, to clarify academic partnerships for the photonics feasibility study.
- Four courses in laser and optical technology (LOT), which could be taught in a photonics program but are not dependent on a full program, are beginning the curriculum process. For these courses, a new discipline had to be created in CurriQunet. The courses are LOT 205, Fundamentals of Light; LOT 215, Fundamentals of Photonics; LOT 225, Quality Assurance for Precision Optics; and LOT 235, Optical Metrology and Interferometry.
- A meeting regarding eSports took place last week. Participants included Mark Hartley, dean of Student Life; Dr. Bryan Reece, College president; Dr. Lee; Dr. Michael Collins, vice president of Business Service; Dr. Kevin Fleming, Strategic Development; computer information systems (CIS) and gaming faculty; Andy Robles, associate professor of

mathematics and STEM Club advisor; Dr. Peggy Campo, associate professor of anatomy and physiology and Academic Senate president; and facilities personnel. The topic of the meeting was creating an athletic team or club for eSports. Discussion also included the idea of using STEM grant and CREST funds to assist in repurposing CSS 217 into a multiuse facility that could, in part, serve as a venue for competitive eSports events.

- A combined effort of Loma Linda University and Norco College offers a service learning opportunity for students. Loma Linda provides expertise and equipment/materials for a prosthetic, in this case, a left hand for a client. Norco College provides the manufacturing expertise through a combination of design (CAD with Solidworks), electrical engineering (programming of robotics using a Myoband) and assembly of a prosthetic using 3D printing. Norco College students will present this semester's work at Loma Linda University on November 2 at a formal presentation luncheon. This is an on-going project currently in its second year. Winter and spring 2019 will be used to recruit and train more students while refining the design for next year. The project is open to any Norco College student. Those interested can contact Glenn Graham, assistant professor of electronics, at glen.graham@norcollege.edu, or Andy Robles, associate professor of mathematics, at andy.robles@norcollege.edu, for meeting times.
- The Business, Engineering and Information Technology (BEIT) Department has developed a new discipline: apprenticeship (APP). The new discipline has been approved by the department but has not yet gone through the curriculum process.

3.2 Develop/Expand/Improve Student Support Services and Programs

- Priority registration for winter and spring 2019 terms begins on November 13. Specific registration dates are available on the [2018-2019 Admissions and Records timeline](#). Workshops for staff and students will help the College prepare for this enrollment transition: (1) Student Flag Training, October 23 and 25 in IT 101, 12:50-1:50 p.m., designed for all leads of special programs with priority, early registration, or course registration rules. Please RSVP to Alex Zuniga at alex.zuniga@norcollege.edu. (2) Student Enrollment Workshop, November 13, 15, and 20 in IT 101, 12:50-1:50 p.m., designed for students to become familiar with enrolling for both winter and spring terms; RSVP is not required. Students are encouraged to bring tablets or laptops for hands-on training. Please share this information with all students. For more information, see the October 10 nor-all email from Mark DeAsis, acting vice president of Student Services, titled "Multi-term Registration (Winter/Spring 2019)."
- The spring 2019 schedule is being built to match the size and variety of fall 2018, which means the coming semester will include about 80 sections more than spring 2018. The College is aiming to exceed the target of 7135 FTES.
- Beginning October 12, some Student Services offices will be open until 4:00 p.m. on Fridays: Admissions and Records, Veterans Resource Center, college receptionist, CalWORKs, Student Support Services (SSS), SSS-RISE. Also, Student Financial Services will open until 4:00 p.m. effective October 19. Occasional department closures for general and other meetings will be posted and will be announced on the department's website. Additional departments within the Student Services division are also considering this option and will provide updates as necessary.
- The library has contracted with OCLC, Inc. (Online Computer Library Center) to provide hosted remote access to the library's subscription research databases. This means increased reliability, faster updates, and easier access to the library's resources for distance education students and the entire campus community.
- Students can now charge their electronic devices at a new charging station in the library. The charging station has 15 bays and allows a user to set his or her own PIN code. This is a

free resource to students who need to charge devices while studying or using the library's other services and resources.

3.3 Achieve Program/Pathways Excellence

- The Phi Theta Kappa Honor Society will be hosting a Scholarship Workshop on Tuesday October 23 during college hour in IT 117—open to all students! Refreshments will be served.
- Seven PTK students and Nikki Capps, associate professor of English and PTK advisor, will be attending the Phi Theta Kappa Fall Leadership Conference in San Diego, October 19 and 20, which includes educational forums, a four-year college fair, a competitive edge awards ceremony, and inspirational keynote speakers. Please encourage students who received invitations to join PTK to contact nicole.capps@norcollege.edu about all the many benefits a membership brings!

4.0 EMPLOYEES—Norco College will nurture a workplace that feels like family, provides opportunity to grow, and attracts the highest quality employees.

4.1 Establish Cohesive Professional Development

- Faculty assessment drop-in hours are held every Thursday during college hour in IT 106. Dr. Laura Adams, Norco College assessment coordinator, and Dr. Kevin Carlson, research and assessment manager, welcome your questions about assessment and are ready to help you with use of Improve (formerly TracDat), entering assessment data, or anything assessment related.
- The Leading from the Middle team has been working on a comprehensive professional development plan for Norco College, which focuses on Guided Pathways through an equity lens. The proposed plan will be proceeding through shared governance at the College so adjustments can be made as needed. The team's vision is for a substantial professional development plan that supports the College's growth.

4.2 Create Professional and _____(Warm? Engaged? Family? Joyful?) Workplace Environment

- CTA and CSEA, the Academic Senate and Classified Senate, and College management are getting together to review the results of the Great Colleges to Work For survey. They will develop a plan to address needs and will wrap that plan into The Big Us Plan. In spring 2019, the Great Colleges to Work For survey will be conducted again.

FACULTY NEWS

- On September 24, Rex Beck, professor of business logistics management, was honored by APICS, the Society for Supply Chain Management, with the designation of Fellow. Rex's Fellow designation is related to his prior certification in logistics, transportation, and distribution. The process to becoming a Fellow within the organization is long, underlining Rex's dedication and commitment to his field. First, an individual must be certified in an APICS body of knowledge by demonstrating significant relevant experience and education, followed by rigorous certification testing, and then must be nominated by a current Fellow or officer of APICS. Only an elite group of professionals who promote the APICS body of knowledge through presenting, publishing, teaching, and participating in volunteer association activities is awarded APICS Fellow status. Many congratulations, Rex! (With apologies to Rex for this information not being included in the October 5 newsletter.)
- Araceli Covarrubias, assistant professor of Spanish, and Dr. Gustavo Ocegueda, dean of grants and student equity initiatives, accompanied 14 students attending the 32nd Annual Hispanic Association of Colleges and Universities Annual Conference in Atlanta, Georgia, October 5-9. During this conference, students were able to network, attend workshops, and learn about social justice issues, gaining skills that will equip them to become tomorrow's

leaders. Araceli would like to thank ASNC for providing some financial support for the trip. Thanks to Araceli and Dr. Ocegüera for supporting students in this opportunity!

- On October 19, Game Development Professors Judy Perry and James Finley, along with Kids That Code, will be hosting 115 students from Shandin Hills Middle School at Norco College. These middle schoolers have completed coding workshops hosted by Kids That Code, which were likely taught by some of Norco's top Game Development students. Through activities such as campus tours and James Finley's tailor-made, 90-minute presentation and demonstration in CSS 217, these students will be introduced to game development careers and hear what Norco College has to offer. Judy and James are hoping that this will become an annual event and will be one way to create pathways into the College's STEM program. If you happen to be on campus on Friday and see Judy and James surrounded by middle school children, stop by to say hi, and feel free to take a few minutes to tell the students about *your* role at Norco College. Thanks to Judy and James for organizing this event and for their willingness to educate and inspire these middle schoolers!
- Starlene Justice, assistant professor of geography, recently published a nonfiction piece titled "The Thin Veil" in the online journal [NewFoud: An Inquiry of Place](#). Congratulations, Starlene!

4.3 Hire Great Employees

- Welcome to Claudia Figueroa, new administrative assistant to Dr. Marshall Fulbright, dean of instruction! Claudia, a resident of Corona, brings 12 years of community college experience to her new role. Starting October 17, Claudia can be found in IT 200.
- Dr. Kaneesha Tarrant will join Norco College as interim vice president of Student Services on November 14. Most recently, Dr. Tarrant has served as vice president of Pathways and Student Affairs at Los Angeles Trade-Technical College. Before this, she held a number of dean positions related to student services and outreach at other institutions. Dr. Tarrant was also an adjunct assistant professor at USC for 12 years. Her experience has, in fact, previously brought her to Norco College, where she was a student activities coordinator in 2005. Welcome, Dr. Tarrant!
- In November, Norco College will hold a [Part-Time Faculty Job Fair](#). The purpose is to recruit, interview, and hire associate faculty in ten disciplines.

4.4 Promote Advancement Opportunities

5.0 FACILITIES—Norco College will construct a beautiful, inspiring and "green" college campus with ample space for all programs and student needs.

5.1 Build Critical Facilities Identified within Comprehensive Master Plan

- The Facilities Master Plan Update request for proposals (RFP) closed September 27. A constituent-based team has been identified to evaluate the proposals and select a firm to undertake the work, and a recommendation is expected to be brought to the December Board of Trustees' meeting. This work will be driven by the Educational Master Plan revision currently underway, along with the Strategic Plan, all using The Big Us Plan as a framework.
- The College will meet with the City of Norco to coordinate and integrate the College's Facilities Master Plan with the city's master plan.
- The Institutional Strategic Planning Council (ISPC) is working on the College's revised mission, vision, and values.
- The specific plan for the site of the Veterans Resource Center (VRC) is finished and now the College is moving into the design drawing phase. It is anticipated that the design plans will be completed by March 2019 and the construction project bid shortly thereafter.
- Discussion continues around the repurposing CSS 217 as a multiuse venue.

5.2 Develop and Maintain Beautiful Landscaping/Hardscaping

- The Art Club, with support from the Associated Students of Norco College (ASNC), is proposing a permanent mural on campus and has solicited the College community's input for location of the mural. See the October 15 nor-all email from Art Club co-advisors Quinton Bemiller and Megan Lindeman with the subject line "Input Needed: Mural Location at Norco College." Once there is consensus on location, an open call for student designs will go out, and finally one of those designs will be selected through shared governance. Then the mural will be created by students, for a project that is completely student-produced.
- The College administration is working with the Associated Students of Norco College (ASNC) on possibilities for an amphitheater shade project. ASNC has reconfirmed its commitment of \$100,000 toward the effort. Business Services is working with ASNC to develop a timeline and scope and to choose a landscape architect that will help deliver a shaded "hang out area" for the campus community.
- The library roof will be hydro-tested on October 19 to evaluate for any leaking prior to the rainy season. Any needed repairs will be undertaken over the next few weeks. The roof will be replaced during summer 2019.

5.3 Keep Transportation Flowing and Provide Sufficient Parking

- The Business and Facilities Planning Council (BFPC) has recommended making the temporary restriction of left/right turns from Third Street into the STEM Center a more permanent solution. The recommended barriers will still be movable if needed but will significantly increase pedestrian and vehicular safety compared with the pilot period. This recommendation will be presented to ISPC.
- The rehabilitation of parking lot B will take place in November. This will include crack sealing, slurry coating, and lot restriping.

5.4 Build Sustainable College Campus

- The College is working on a public-private partnership request for proposal (RFP) related to energy and operating services for both the VRC and the new early childhood education center, with focus on operational efficiency, sustainability, and zero-net energy.

6.0 OPERATIONS—Norco College will design professional, collaborative, efficient and intuitive systems/processes.

6.1 Maintain Accreditation Status through Continuous Quality Improvement

- **Mark your calendar!** An ACCJC training and forum will take place October 31, presented by Gohar Momjian, ACCJC vice president and liaison to Norco College, in CSS 217. Lunch will be provided. Everyone in the college community is encouraged to attend from 12:30-2:00 p.m., during which Dr. Momjian will present ACCJC's current "systems approach" to institutional self-evaluation. Following the general session, Dr. Momjian will spend time with each Standard committee's co-chairs to help guide the revision process. To help us plan for food, please RSVP to ana.molina@norcocollege.edu.

6.2 Practice Effective Planning, Assessment, and Shared Governance

- Norco College participated in the [Great California ShakeOut](#) earthquake drill at 10:18 a.m. on October 18. In fact, 2018 is the 10th Anniversary of the ShakeOut, which began in southern California in 2008. A Rave test alert was sent to over 9,300 Norco College recipients via text, email, phone, and the Guardian app. The message asked recipients to drop, cover, and hold on at one's desk or workstation, then remain there for a period of 60 seconds. It took only 52 seconds for Rave to send over 7,800 text messages, and 17,967 emails were sent in just about 10 minutes. Surviving and recovering from a major earthquake is not a matter of luck; it's a matter of being prepared. Thank you to all who participated! For more information on downloading the Rave Guardian app, visit <https://www.rccd.edu/secureRCCD/Pages/guardian.aspx>.

6.3 Develop, Organize and Implement Professional Communication Systems

- *Strategic Development is planning a holiday gift for the College!* The new Norco College website will be live by the end of the semester. The website is being revised with a Guided Pathways focus. Training will be ongoing so Schools, departments, and units can author and update their own content.
- College administration is meeting next week with Christopher Blackmore, associate vice chancellor for information technology in the District, about the College's applying for a Title V co-op grant, which will support districtwide communication systems.
- The Technology Support Services (TSS) team continues to update College computer hardware inventory in an effort to stay current with our total cost of ownership program. The instructional hardware inventory has been completed, and the team is currently working on the administrative hardware inventory. This inventory will play a role in updating the Technology Strategic Plan.

6.4 Automate/Streamline/Modernize Operational Processes

- The College is in the middle of the process for developing the new Educational Master Plan. A deliberate focus of current conversations is how to become a comprehensive college. The next three to five months are the best time to be engaged in this conversation. Discussion will include topics such as which disciplines and academic programs are needed to become a comprehensive college and in what ways athletics will be part of the college.
- The College's new Educational Master Plan will include creation of a new integrated planning model that shows how we make decisions.
- The College's shared decision-making is reviewing the prioritization process.

7.0 RESOURCES—Norco College will expand general funds, increase grants, secure appropriations and raise private funds to build/sustain our vision.

7.1 Improve Budgeting Practices

- At the October 9 BFPC meeting, Business Services provided a Quarterly Budget Performance Report for the College's first quarter of the fiscal year. As expected, Norco's budget has performed well—in fact, currently under budget plan—through the first quarter.
- Making its way through the College's participatory governance councils and committees is an Indirect Reinvestment Procedure to establish a 50/50 split in indirect revenue between the new Strategic Development unit and one-time College expenditures. This policy establishes a strategy for reinvesting indirect revenue from applicable gifts, grants, and some legislative appropriations. BFPC reviewed, discussed, and modified the indirect reinvestment policy, which was presented by Dr. Fleming. The policy then went to ISPC for a first reading on October 17. Formalizing this budget allocation will enable the College to reinvest in fundraising activities without general fund impact.
- At the next [BFPC](#) meeting on November 13, the council will be evaluating its statement of purpose, the College's mission statement drafts, as well as working through the BFPC resource request prioritization for 2018-2019.

7.2 Revise Resource Allocation Model

- The Budget Allocation Model (BAM) revision project is still being undertaken by the District Budget Advisory Council (DBAC). A subgroup has been diligently analyzing instructional costs and developing a method to evaluate the costs in a consistent manner. The new BAM will be in place for the 2019-2020 budget year.

7.3 Resource Development

- In partnership with STEM faculty and the District grants office, Strategic Development submitted a grant application to support faculty time, professional development, curriculum development, and instructional equipment for four photonics courses (laser and optical

technology courses). If awarded, the nearly \$600,000 grant project will run from October 2019 to September 2022.

- Strategic Development submitted a second grant application to the National Science Foundation (NSF) to support the expansion and instructional support of STEM dual enrollment classes. Similarly, if awarded, the nearly \$600,000 grant project will run from October 2019 to September 2022.
- Charles Henkels, apprenticeship director, is leading an ongoing dialogue with the James Irvine Foundation regarding a philanthropic investment in the regional apprenticeship initiative hosted at Norco College. The College has been invited to submit an initial proposal in the \$600,000 to \$900,000 range.
- The Inland Empire Desert Regional Consortium has changed the process for allocating Regional Strong Workforce Program funds to be more equitable among the 12 regional community colleges. Instead of potentially receiving nearly \$2 million as we have in the past, Norco College will now be able to invest just over \$480,000 into regional projects. A meeting will be convened in the next few weeks for any interested party to discuss this regional process.
- Dr. Kevin Fleming, Strategic Development; Launa Wilson, executive director of the RCCD Foundation; Desiree Wagner, grants administration specialist; and Colleen Molko, dean of grants development and administration, attended the national community college conference of the Council for Advancement and Support for Education (CASE), bringing back effective national models for fundraising, grant writing, and alumni engagement. College leadership and staff are discussing launching a direct mail campaign to the City of Eastvale, establishing an unrestricted annual fund, and modifying the sponsorship levels for the annual Dinner with the President event.
- New Marketing Plan! The [Marketing Committee](#) has reviewed multiple proposals and interviewed multiple firms that responded to a request for information (RFI). The committee has selected a well-respected national firm, VisionPoint, with deep higher-education experience to complete a comprehensive marketing strategy and branding audit and brand refresh plan, including stakeholder interviews, advertisement placement plan, digital media budget calculations, style guide review, web analytics strategy, as well as coaching and technical assistance. The final plans/recommendations will be brought through our planning councils for review in spring.

7.4 Partnership/Collaboration Development

- The City of Corona has requested an MOU to begin discussing a partnership in the forthcoming Corona Innovation Center (located at the former police station). The city plans to use this site to host an incubator and makerspace for residents. City officials welcome a synergistic collaboration with the College's students and faculty, including potentially offering classes/programs on site.
- The City of Corona has invited the College into a partnership to provide education and workforce training to low-income residents in the downtown area. A faculty and management team visited the former National Guard building on 6th Street as a possible location. Very preliminary conversations are underway to identify the exploration steps moving forward.