

MEMO



DATE: June 10, 2024
TO: Norco College
FROM: Monica Green
RE: 2023-2024 College President Memorandum

The 2023-2024 academic year was a productive year for our college. This year's memo seeks to communicate decisions related to our prioritization process and our continued progress and efforts in achieving our strategic goals. 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 access, equity, and success as part of our strategic goals in Student, Regional, and College Transformation.

STUDENT TRANSFORMATION

Enrollment Update

In early 2023 with the anticipated 2025-2026 end of the pandemic-related "hold harmless" funding and statewide implementation of the Student-Centered Funding Formula (SCFF), Norco College, in collaboration with our sister colleges, outlined an ambitious two-year growth plan to regain the district's highest pre-pandemic enrollments.

The college's 2023-2024 annual full-time equivalent student (FTES) enrollment target of 7,084 FTES represented an increase of 875 FTES, a 14% increase, over the achieved FTES in the previous year. As the spring term ends, the college's annual FTES enrollments are projected to have grown by 16% over last year. In addition, the college made improvements to efficiency metrics this year, though there is room for improvement to attain our college goal of 595 WSCH/FTES (18.5 FTES/FTEF).

Looking to 2024-2025, the college plans to grow annual FTES enrollments by at least 3% to attain the district-wide established enrollment targets, refine enrollment targets to the school and discipline level, and make significant strides towards improvement scheduling efficiency.

Strategic Enrollment Management (SEM)

In response to the 23% loss in our headcount from March 2020 to Fall 2022, the college embarked on the development of a strategic plan to address our enrollment management in alignment with our guided pathways and student equity. This renewed focus and structure for Enrollment Management made enrollment management a college-wide effort refocused from recruitment and enrollment of students to the holistic student journey from pre-enrollment to completion. The plan moved through our college governance structure and was approved by President Green on May 29, 2024. The finalized SEM plan and operational plan will be available in Fall 2024.

The Strategic Enrollment Management (SEM) plan includes 6 strategic and targeted goals, specifically focused on equitable outcomes for disproportionately impacted students.

Student Equity Plan Update

The second year of the three-year action plan detailed in the [2022-2025 Student Equity Plan](#) has concluded and much has been carried out to date. The college worked with Dr. Yvonne Olivares, a student equity research consultant, to organize inquiry efforts. Dr. Olivares helped recruit over thirty faculty, staff, CPROS, and students to serve on two inquiry teams. The Onboarding & Retention Team was formed to study equity gaps for Black/African American students on two metrics: the enrollment process and retention from first semester to second semester. The Momentum & Graduation Team was formed to study Hispanic/Latinx equity gaps on three metrics: completion of math and English in first year, graduation, and transfer. Team members completed a two-day, in-depth training course on current and past metrics, equitable research practices, and logic models.

In fall 2023, Dr. Olivares conducted two, three-day confidential online qualitative studies using a multimodal cognitive method which yielded over 10,000 minutes of data interactions with students. The [research findings](#) were presented to the inquiry teams in winter 24 and in the spring semester, the teams used the research findings to discuss and develop measurable and systematic interventions to close equity gaps. Team leads will be sending their final recommendations to Office of the President for discussion and consideration.

REGIONAL TRANSFORMATION

Mapping Articulated Pathways and Credit for Prior Learning

The MAP Initiative has made remarkable strides, exemplified by the dedication of the MAP Team throughout their extensive outreach endeavors. The efforts of the MAP Initiative encompass a broad spectrum, from collaborating with local community colleges to engaging districts throughout the state, regional consortiums, and governmental entities, all united in the common goal of advancing educational pathways.

Demonstrating a profound commitment to professional growth, the MAP team actively convenes with an average of 4-8 CCCs per week, engaging with faculty, counselors, articulation officers, staff, and administrators to discuss institutional support for veterans and adult learners. In this collaborative journey, the MAP Initiative has achieved notable progress in advocating for Credit for Prior Learning (CPL) support and solutions across the state. Dr. Sigrid Williams' pivotal role in crafting an [ASCCC resolution](#) in favor of CPL and MAP, along with Chancellor Christian's commitment to integrating CPL into Vision 2030, backed by substantial funding of \$3.5 million, mark significant milestones. Moreover, the proposed additional funding of \$6 million, highlighted in the Governor's May Revise, sets a promising trajectory for our future endeavors.

The utilization of the MAP (Mapping Articulated Pathways) platform is on a steady incline, with plans for expansion to cater to all 116 CCCs by this summer. Current statistics from the [MAP CPL Dashboard](#) underscore our impact: over 8,000 students have been granted more than 30,000 units of CPL, resulting in an estimated economic impact surpassing \$95 million. Projections suggest that the collective efforts of the MAP Initiative will surpass the \$100 million mark by the end of June. Notably, Norco College, the flagship institution for the MAP Initiative, ranks as the 5th highest CPL producer in the state, empowering 319 students with 2,831 units of CPL and a remarkable economic impact totaling \$10,296,140.

Rising Scholars- California Rehabilitation Center (CRC)

Norco College serves approximately 600 students in our Rising Scholars Program at the California Rehabilitation Center (CRC). Norco College offered 112 in-person credit courses at the CRC during the 23-24 school year. According to the 2024 Rehabilitative Programming Report released by the California Department of Corrections and Rehabilitation (CDCR), Norco College's Rising Scholars Program at the CRC has awarded more college degrees than any other CDCR institution. This year, we are graduating 84 students with associate degrees for Transfer.

Additionally, eight of our Norco College alumni at the CRC will be receiving bachelor’s degrees from Pitzer College. Beginning in Fall 2024, the University of California, Riverside will offer a bachelor's degree program at the CRC, and 20 of our Norco College alumni have been accepted to this program.

Apprenticeship

In the 23-24 fiscal year, the apprenticeship program grew from 1,214 in 21-22FY to 2,063 in 22-23FY to 2,584 in 23-24FY as of today. This is a 25% increase compared to last year (22-23FY) and a 112% increase from 21-22FY. There were 65 successful graduates from the 5-year electrician apprenticeship program this year. These graduates have not only acquired the necessary skills and knowledge to excel in the field but also contributed to the workforce by filling the demand for skilled electricians.

Dual Enrollment

Dual Enrollment, also known as College and Career Access Pathways (CCAP), gives high school students the opportunity to take free college courses alongside their peers and earn college credit. Norco College partners with the Corona Norco Unified School District, Alvord Unified School District, and Jurupa Valley Unified School District to offer CCAP courses at 13 high school sites. During the 2023-2024 school year, Norco College offered 97 credit-bearing CCAP courses to students.

John F. Kennedy Middle College High School

Norco College’s John F. Kennedy Middle College High (JFK) is a school of choice that serves middle-performing and/or underrepresented students. JFK students complete their core academics in traditional high school classes at JFK and attend Norco College for their electives. In 2023, JFK was awarded a National Blue Ribbon for exemplary high performance. This year, 54% of JFK's graduating Class of 2024 (89 students) received at least one associate degree.

Rising Scholars Juvenile Justice

In 2023, Norco College received a Rising Scholars Juvenile Justice grant to expand our existing in-prison higher education programming to juveniles at the Southwest Juvenile Hall (SWJ) in Murrieta. We are in the final stages of hiring a Student Service Success Coordinator to support our Rising Scholar students who are currently or formerly incarcerated. Additionally, we are working to finalize MOUs with the Riverside County Office of Probation and the Riverside County Office of Education. Our first in-person course at SWJ is scheduled to be offered in Spring 2025.

COLLEGE TRANSFORMATION

Prioritized Personnel Additions 2023-2024

Faculty: The following 12 approved faculty positions for FY 23-24 were newly hired or filled replacement positions.

Name	Discipline	Type	Start
Steven Chang	Assistant Professor, Biology/Anatomy & Physiology	New Position	Fall 2023
Banibrata Ghosh	Assistant Professor, Chemistry	Replacement	Fall 2023
Hayley Ashby	Outreach Librarian/Assistant Professor	New Position	Fall 2023
Mike Leese	Administration of Justice Instructor	New Position	Fall 2023
Sean Davis	Assistant Professor, Counseling	New Position	Fall 2023
Ted Jackson	Assistant Professor, Counseling	New Position	Fall 2023

Maria Jurado	Assistant Professor, Counseling	Replacement	Fall 2023
Darnell Bing	Counselor/Coordinator Umoja	Replacement	Fall 2023
Miguel Castro	Assistant Professor, Library/Library Services Platform	Replacement	Fall 2023
Sherece Tronti	Visiting Assistant Professor, Biology	Replacement	Fall 2023
William Whalen	Visiting Assistant Professor, Biology	Replacement	Fall 2023

One faculty joined us mid-year in Spring 2024.

April Mejia	Visiting Assistant Professor, Anthropology	Replacement	Spring 2024
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Classified Professionals: The new/replacement classified professional positions were added to the Norco College roster during the last year.

Name	Department	Type	Title
Jennifer Rapp	Academic Affairs	PT/.45%	Administrative Assistant III (Library)
James Capps	Business Services/Facilities	FT	Maintenance Mechanic-General
Patricia Gill	Academic Affairs	FT	MESA Program Coordinator
Megan McDonald	Academic Affairs/Student Financial Services	FT	Student Employment Personnel Specialist
Gilbert DeLeon	Student Services	FT	Student Success Coach
Lisa Quilan	Academic Affairs	PT/.475	Tutorial Services Clerk (Library)
Danielle Elizondo	Student Services	FT	Administrative Assistant III (Library)
Charise Allingham	Planning & Development	FT	Instructional Programs Support Coordinator
Lisa Myers	Business Services	FT	Accounting Services Clerk
Alexzander LeSuer	Student Services	FT	Ed Advisor
Marwin Lopez	Student Services/Enrollment Services	PT/.475	Admissions & Records Operations Assistant
Russell Burrows	Academic Affairs	FT	Library Technical Assistant
Pedro Melendez	Business Services/Custodial	FT	Custodian
Jeremy Lunasco	Student Services/Enrollment Services	FT	Senior Evaluations Specialist
Lisa Myers	Business Services	FT	Financial and Technical Analyst
Ernesto Cardenas	Business Services/Custodial	FT	Grounds Person
Daniel Turrubiarres	Planning & Development	FT	Grants Administrative Assistant
Alma Cruz	Business Services/Custodial	FT	Custodian

Administration: The 2023-2024 year is also concluding with three (3) new categorically funded management positions, four (4) replacement positions, and three (3) interim positions.

Name	Department	Type	Title
Tenisha James	Planning and Development	Replacement	Vice President, Planning & Development
Ashley Etchison	CTE	New Position	Dean of Instruction, CTE
Carol Farrar	Academic Affairs	Interim	Interim Vice President, Academic Affairs
Courtney Doussett	Academic Affairs	Replacement	Dean of Instruction
Sonia Gonzalez	Enrollment Services	Replacement	Dean, Enrollment Services
Michelle Rodriguez	Student Financial Services	New Position	Assistant Director, Student Financial Services
Lilia Garcia	Student Services	Interim	Interim Program Manager, Title V Grant
Ray Vasquez	Facilities Grounds and Utilization	Replacement	Manager, Facilities, Grounds Utilization
Karina Gigliotti	Planning and Development	New Position	Director, Grants
Rosio Becerra	Student Life	Interim	Interim Dean, Student Life

In Memoriam

In 2023, we mourned the passing of a dear friend and colleague, Dr. Barbara Moore, Associate Professor of Biology. Barbara was an integral member of our Biology Department for 17 years and is greatly missed.

Retirements in 2023-2024

This year we say goodbye to five faculty member retirees, Melissa Bader, Mark Lewis, Judy Perry, Walter Stevens, Jesus “Gil” Vela, one classified professional, Jeanne Darnell-Wallace, and two members of the management team, Maria Gonzalez and Carol Farrar.

Organizational Charts

- [Office of the President](#)
- [Office of Academic Affairs](#)
- [Office of Business Services](#)
- [Office of Planning & Development](#)
- [Office of Student Services](#)

New Programs

During 2023-2024 academic year, college faculty developed and revised 14 programs through the curriculum process.

Proposal	Academic Program	Credential
New	Economics	Associate Degree for Transfer
New	Entrepreneurship	Associate Degree of Science
Modify	Fine and Applied Arts	Associate Degree of Arts
Modify	Art History	Associate Degree for Transfer

Modify	Philosophy	Associate Degree for Transfer
Modify	Political Science	Associate Degree for Transfer
Modify	Psychology	Associate Degree for Transfer
Modify	Sociology	Associate Degree for Transfer
Modify	Studio Art	Associate Degree for Transfer
Modify	Fine and Applied Arts	Associate Degree of Arts
Modify	Kinesiology, Health and Wellness	Associate Degree of Arts
Modify	Math and Science	Associate Degree of Science
Modify	Social and Behavior Studies	Associate Degree of Arts
Modify	Graphic Design	Associate Degree & Certificate

Focus on Safety and Emergency Preparedness in 2023-24

Norco College successfully planned and carried out 56 comprehensive safety training sessions and events aimed at enhancing campus-wide disaster preparedness and safety awareness for academic year 2023–24, as well as a robust Norco College Health, Wellness & Safety Fair. The following training programs addressed a wide range of important subjects, such as:

- Emergency communications
- Building and floor captains trainings
- Safe work practice trainings for facilities teams
- Radio communications
- Active shooter preparedness and response
- Managing smoke from wildfires
- Stop the Bleed
- Training for Stryker chairs
- Identification of hazardous materials
- FBI workshops on verbal de-escalation techniques and behavioral indicators of targeted violence

The College also participated in the Great California Shakeout & Evacuation Drill as well as two lockdown drills at Norco College. Our community's safety infrastructure has been greatly strengthened by these group training efforts, guaranteeing a safer college environment for all students and employees.

Instructional Equipment and Supply Investments in 2023-24

The actual expenses and encumbrances are estimated at \$725,359.68 which leaves an estimated balance of \$561,175 in Lottery funds only to be carried over to FY 24/25.

The 23/24 state budget did not provide for instructional equipment funding in FY 23/24, and the college spent all carryover funds from 22/23 for \$108,986. Some examples of instructional equipment purchases in 2023-2024 include new Spectrometers for the Chemistry department and an investment in 65 new computers to upgrade instructor classroom stations college wide.

The College expended significant restricted Lottery funding on instructional supplies in 23/24. Restricted Lottery revenue in 2023-2024 was budgeted at \$478,786, in addition to \$698,734 in carryover from 2022-2023. Actual expenses and encumbrances are estimated at \$616,374, which leaves an estimated balance of \$561,175 to be carried over to FY 23/24.

Norco College revenue total for Local, Federal and State Grants and State Categorical programs for FY 23/24 was \$39,909,204; this amount represents 39.74% of the total Norco College restricted and unrestricted revenue of

\$104,333,642 in FY 23-24. Categorical revenue consisted of 13 new competitive grants, totaling \$6,453,214 in revenue to support grant functions, activities, and implementation.

Prioritized Equipment Needs and Facility Improvements

The college invested significantly in physical facilities in 2023-24. College expenditures accounted for \$5,738,849 from both Fund 11 and 12 and made great progress in upgrading our facilities in alignment with our strategic plan initiatives. Facilities improvements for FY 23-24 are outlined below.

- CSS Building Exterior waterproofing \$37,300
- Concrete replacement in center of campus \$4,200
- Mustang Circle Stairs \$2,713
- Emergency Lighting Back up repairs \$98,000
- Little Theater Carpet replacement \$31,042
- SSV Floor replacement \$104,398
- Theater IT HVAC Coil replacement \$118,212
- Smart Irrigation Controllers \$104,500
- ATEC 1st floor Restroom Plumbing upgrade \$5,500
- Underground utility HVAC/plumbing repair/upgrade \$19,387
- Bollard & AC Paving Access Road & Parking Lot \$344,444
- Tree Trimming - campus wide \$51,385
- Stokoe Early Child Education Center project \$4,631,874 (Actuals + Encumbrances)
- Athletic Training Facility \$41,309
- CACT Instructional Furniture \$ 50,714
- Ed Advisor Space \$ 4,443
- IT -124 Supply Chain upgrades \$44,234
- SSV Welcome Center \$45,195

As a result of the efforts by our college community, all 2023-2024 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.