Executive Summary
Norco College
2019-2030

NORCO COLLEGE

2030 Educational Master Plan

REGIONAL TRANSFORMATION
STUDENT TRANSFORMATION
COLLEGE TRANSFORMATION

Norco College 2030 Educational Master Plan Approvals

College Governance Group	Date	Action Taken
Distance Education Committee	4/19/19	Approved.
Student Services Planning Committee	4/24/19	Approved. 1 Abstention
NC Academic Senate	5/6/19	Approved.
NC Management Team	5/8/19	Approved.
Associated Students of Norco College	5/9/19	Approved.
NC Academic Planning Council (Chairs)	5/10/19	Approved.
NC President's Advisory Board (Community Members)	5/13/19	Approved. 1 Abstention
NC Business and Facilities Planning Council	5/14/19	Approved.
NC Executive Cabinet	5/15/19	Approved.
NC Institutional Strategic Planning Council	5/15/19	Approved.
NC All Campus Vote	5/17/19	Approved. 87 votes, 4 nays
District Strategic Planning Council	5/17/19	No Action, Discussion with recommendations
Chancellor's Cabinet	5/20/19	No Action, Discussion
Revised EMP to Nor-all for comment	9/27/19	No Action
NC Institutional Planning Council Information Item	10/2/19	No Action
NC Institutional Planning Council First Read	10/16/19	No Action
Revised EMP to Nor-all with additional revisions	10/28/19	No Action
NC Institutional Strategic Planning Council	11/6/19	Approved. 1 nay 2 abstentions
NC Committee of the Whole	11/7/19	Approved. 2 abstentions
District Strategic Planning Council	11/22/19	Approved.
Chancellor's Cabinet	11/25/19	Moved forward
RCCD Board Committee Meeting	12/3/19	
RCCD Board Meeting	12/10/19	

2030 Educational Master Plan

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Norco College started the institutional planning process for this plan during Fall 2017. The process involved a significant amount of thinking, planning, and deliberation that led to development of a new Educational Master Plan, the start to a new Strategic Plan and a new Facilities Master Plan. Combined, the documents and the overall deliberation have elicited a clear, strong and compelling vision for the future of Norco College represented in this 2030 Educational Master Plan (EMP). Please note that this is a live document that will evolve as we continue to move forward.

The Norco College community, including employees and partners, cares deeply about the College and shares a strong vision for the future direction of the institution. We are implementing this vision with a sense of urgency to build a college that meets all students where they are, tailoring a transformative academic and professional experience for every student on our campus. It is a college where equity gaps no longer persist, and the trajectory of each student's life is changed for the better. The college we are becoming produces completion and competency rates that are among the highest in the country while serving as a catalyst for the region around academic, economic, and socio-cultural development. College partnerships with school districts, CSUs, UCs, and private universities are elegantly connected such that college-going rates in the region improve exponentially. College partnerships with regional economic and industry leaders are responsive and mutually beneficial, providing graduates with exceptionally high rates of employment in locally-available, living wage careers.

Mission

Norco College inspires a diverse student body by an inclusive innovative approach to learning through its pathways to transfer, professional, career and technical education, certificates, and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College promotes and fosters self-empowerment and is dedicated to transforming the lives of our students, employees, and community.

Vision

We will change the trajectory of our students' lives. We will stimulate academic, economic, and social development in our service area. We will build a comprehensive institution with the capacity to serve our entire area.

Core Commitments

Access	Providing open admissions and comprehensive educational opportunities for all students.
Student Success	Being an institution that places high value on the academic and personal success of students in and outside of the classroom and where meeting student needs drives all decisions regarding educational programs and services.
Equity	Engineering and sustaining an environment where student success is realized by all students with proportionate outcomes.
Expertise	Committing to ongoing improvement of teaching, service and leadership as core institutional skills.
Mutual Respect	Belief in the personal dignity and full potential of every individual and in fostering positive human values in the classroom and in all interactions.
Collegiality	Being a supportive community that is distinctive in its civility, where the views of every individual are respected, humor and enjoyment of work are encouraged, and success is celebrated.
Inclusiveness	Embracing diversity in all its forms — global as well as local — and creating a supportive climate that encourages a variety of perspectives and opinions.
Integrity	Maintaining an open, honest, and ethical environment.
Quality	Achieving excellence in the broad range of academic programs and services provided to students and to the community, fostering an environment of inquiry, learning and culture, and providing professional development opportunities for faculty and staff.
Environmental Stewardship	Being mindful of the impact we have on the environment, as individuals and as a community, and fostering environmental responsibility among our college community.
Innovation	Valuing creative solutions and continuing to seek inventive ways to improve instruction and service to students and to the community.
Civic Engagement	Being fully engaged with the local community by listening to needs; establishing programs and partnerships to meet regional needs; forming alliances with other educational institutions to create a continuum of educational opportunities; and communicating information about Norco programs and services to the external community.

Strategic Direction and Goals

Strategic Direction 1: Student Transformation

Individuals considering college and organizations with members considering college in our region will have strong awareness of Norco College. Students who decide to attend Norco College will find an easy, intuitive onboarding process. With support from Norco College staff, students will choose a program of study in their first year informed by career and academic interests. They will enter a pathway of study with milestones that are clearly defined from the first day of college to the first day of their careers. Students will be embraced along their pathway by nurturing people and resources that support equitable progress along all pathways. As students graduate, they will maintain a relationship with Norco College, helping us build our vision for future students. Norco College graduates will assist in creating a cycle whereby they contribute to the college's vision of student, regional, and college transformation.

2030 Goal 1: **(Access) Expand college access by increasing both headcount and full-time equivalent students (FTES).**

2025 Objective 1.1:	Go from 7,366 to 8,759 total FTES
2025 Objective 1.2:	Go from 14,624 headcount to 16,581 total headcount
2025 Objective 1.3:	Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.)
2025 Objective 1.4:	Increase capture rates from feeder high schools by 4% annually.

2030 Goal 2: **(Success) Implement Guided Pathways framework.**

2025 Objective 2.1:	Increase number of degrees completed by 15% annually
2025 Objective 2.2	Increase number of certificates completely by 15% annually
2025 Objective 2.3:	Decrease AA degree unit accumulation from 88 to 74 total units on average
2025 Objective 2.4:	Increase number of transfers 15% annually
2025 Objective 2.5:	Increase the number of first-time full-time enrolled students from 508 to 900[1]
2025 Objective 2.6:	Increase percent of students who receive financial aid from 73% to 81%[2]
2025 Objective 2.7:	Increase number of students who complete transfer level math and English by 20% per year

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[1] This aligns with the RCCD strategic plan targets.
[2] In 2017-18, 73 percent of NC eligible students received financial aid. By 2024, NC will increase this to 81 percent. This is in line with the RCCD strategic plan.

2030 Goal 3: **(Equity) Close all student equity gaps.**[3]

2025 Objective 3.1:	Reduce the equity gap for African American students by 40%.
2025 Objective 3.2:	Reduce the equity gap for Latinx students by 40%.
2025 Objective 3.3:	Reduce the equity gap for Men of Color by 40%.
2025 Objective 3.4:	Reduce the equity gap for LGBTQ+ students by 40%.
2025 Objective 3.5:	Reduce the equity gap for Foster Youth students by 40%.

2030 Goal 4: **(Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement.**

2025 Objective 4.1:	Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)
2025 Objective 4.2:	Increase percentage of employees who complete Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees)
2025 Objective 4.3:	Increase percentage of faculty who complete Teaching Men of Color in the Community College certificate from 3% to 40% (125 out of 315 faculty)

Strategic Direction 2: Regional Transformation

Norco College's commitment to regional transformation comes from the recognition that community colleges have a distinct mission from other institutions of higher education. Community colleges have defined areas, called service areas, in which they are expected to have developmental significance and influence. This emphasis is found in the state mission for community colleges, the state chancellor's Vision for Success, the RCCD mission, and Norco College's mission. Norco College recognizes this aspect of our mission and believes we need to pay attention to it. Norco College is the only community college within the service area along the I-15 Freeway, which means our service area needs us to be highly engaged and extremely effective in the work of regional transformation, with initiatives in academic, economic, workforce, social, and cultural development.

2030 Goal 5: **(Workforce and Economic Development) Reduce working poverty and the skills gap.**

2025 Objective 5.1:	Increase the median annual earnings of all students
2025 Objective 5.2:	Increase percent of CTE students employed in their field of study by 3% annually

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[3] Meets NC Equity Plan Goals & Vision for Success Goal 5: Cut achievement gaps by 40 percent by 21/22 and fully close achievement gaps by 26/27.

2025 Objective 5.3: Increase percent of all students who attain a livable wage by 5% annually

2025 Objective 5.4: Establish the Center for Workforce Innovation to create and expand apprenticeships & work-based learning opportunities

2030 Goal 6: **(Community Partnerships) Pursue, develop, & sustain collaborative partnerships.**

2025 Objective 6.1: Establish and expand relationships with regional educational institutions

2025 Objective 6.2: Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations

2025 Objective 6.3: Expand partnerships with regional veterans' services and support organizations

2025 Objective 6.4: Work toward reducing recidivism through incarcerated student education

2025 Objective 6.5: Position the college's image and reputation as a leading academic institution in the region

2025 Objective 6.6: Develop regional outreach and recruitment systems

2025 Objective 6.7: Help establish a distinct regional identity, organization, and communication amongst our local communities

2025 Objective 6.8: Stimulate regional arts development

Strategic Direction 3: College Transformation

Norco College plans to become a more comprehensive college with a full complement of academic programs and enough capacity to meet the needs of our entire service area. This goal presents two significant challenges born of the college's history. First, we are moving from the limited scope of a technology-focused college to the expanded scope of a comprehensive college. To grow into a comprehensive college, significant academic capacity and related support services will need to be added to the College. Second, Norco College's trajectory of growth over the last two plus decades has not kept up with the rate of growth for the College's service area resulting in a lack of physical, fiscal and human resources sufficient to serve the residents of our region.

Norco College receives approximately 23 percent of the total available District full-time equivalent students' allocation from year to year and is historically relatively fixed at about 23 percent of the District's student population. However, the population of Norco's service area has grown faster than the other two service areas, so much so that the NC service area now represents 30 percent of the overall RCCD resident population. The college has grown at a slower rate than the population growth in the service area. Combining this with the College's limited academic scope (technology focus) reveals a college that is severely under-resourced relative to the size of our service area. As of today, Norco College does not have enough capacity to serve the entire service area adequately.

2030 Goal 7: **(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.**

2025 Objective 7.1:	Develop comprehensive breadth of academic programs
2025 Objective 7.2:	Develop Career & Technical Education programs and industry credentials related to regional needs
2025 Objective 7.3:	Develop and implement plan for noncredit and noncredit-enhanced programming
2025 Objective 7.4:	Develop and implement plan for expanded athletics offerings
2025 Objective 7.5:	Add capacity to existing disciplines with a demonstrated need.
2025 Objective 7.6:	Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom.
2025 Objective 7.7:	Build and support academic support services to improve student success

2030 Goal 8: **(Effectiveness, Planning, and Governance) Develop institutional effectiveness, integrated planning systems, and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.**

2025 Objective 8.1:	Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.
2025 Objective 8.2:	Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.
2025 Objective 8.3:	Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan.
2025 Objective 8.4:	Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans.
2025 Objective 8.5:	Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan

2030 Goal 9: **(Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture.**

2025 Objective 9.1:	Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college.
2025 Objective 9.2:	Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers.
2025 Objective 9.3:	Develop culture that recognizes/thanks employees on regular basis and celebrates college's successes
2025 Objective 9.4:	Develop strategy to maximize the number of classified, faculty and managers involved in college governance without compromising mission-critical work

2025 Objective 9.5:	Develop strategy to maximize student-faculty time; Resist pulling faculty from students to do administrative work; Evaluate release time
2025 Objective 9.6:	Develop strategy and work collaboratively with the district to increase the proportion of full-time faculty toward the 75/25 ratios.

2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.

2025 Objective 10.1:	Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college
2025 Objective 10.2:	Develop and maintain Facilities Master Plan
2025 Objective 10.3:	Build out funded projects (amphitheater, Center for Student Success room 217, etc.)
2025 Objective 10.4:	Finish Veterans Resource Center Phase 1 by Spring 2021
2025 Objective 10.5:	By Fall 2020, open Early Childhood Education Center
2025 Objective 10.6:	Develop plans and strategies to capitalize on state facilities funding to maximize local project funding availability.
2025 Objective 10.7:	Build 2nd access road[4]
2025 Objective 10.8:	Explore and pursue land acquisition adjacent to college property
2025 Objective 10.9:	Develop and start implementing sustainable campus
2025 Objective 10.10:	Design spaces that intentionally build community
2025 Objective 10.11:	Install immediate/temporary facilities to address current capacity needs by summer 2021.
2025 Objective 10.12:	Enhance transportation infrastructure
2025 Objective 10.13:	Develop and implement plans for off-campus facilities for instructional purposes

2030 Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems.

2025 Objective 11.1:	Design intuitive and simple student onboarding system
2025 Objective 11.2:	Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle ("from recruitment to alumni")[5]

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[4] Pending G.O. bond approval.

[5] Constituent Relationship Management (CRM) is technology for managing all our relationships, interactions, and communications with (potential) students, industry, and community stakeholders.

2030 Goal 12: **(Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals.**

2025 Objective 12.1:	Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college.
2025 Objective 12.2:	Coordinate with RCCD to establish a BAM that allocates funding equitably
2025 Objective 12.3:	Support General Obligation bond campaign and implementation
2025 Objective 12.4:	Develop 30% of overall budget from non-general fund revenue sources

To view the full document, visit www.NorcoCollege.edu/Plans