

# MEMO



**DATE:** June 13, 2025  
**TO:** Norco College  
**FROM:** Monica Green  
**RE:** 2024-2025 College President Memorandum

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The 2024-2025 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.

## COLLEGE TRANSFORMATION

### Strategic Planning

The locally approved 2025–2030 Strategic Plan and Governance Manual builds on the college's foundational values to deliver a bold, equity-centered roadmap for institutional transformation and student success. Guided by data, community input, and the California Community Colleges' Vision for Success, the plan introduces eight interrelated goals addressing access, success, equity, professional learning, workforce alignment, institutional effectiveness, sustainable facilities, and resource development. The revised Governance Manual strengthens shared leadership by aligning participatory governance structures with the strategic plan, clarifying the roles of councils, committees, and stakeholder groups to support inclusive, transparent decision-making. Proposed changes to the college's mission emphasize its role as an open-access, equity-driven institution committed to supporting every learner on their unique educational path. The updated vision statement articulates a future where every student thrives and lifts the region with them, reflecting a belief in the transformative power of higher education. The reimagined core commitments—centered on nurturing students, opening doors to equity, rising together through collaboration, upholding integrity, and owning institutional growth—signal Norco College's dedication to leading with purpose, courage, and care in service of its diverse student body and community.

### Prioritized Personnel Additions 2024-2025

Faculty: The following 16 approved faculty positions for FY 24-25 were newly hired or filled replacement positions.

Name	Discipline	Type	Start
Patricia Avila	Counseling	New	Fall 2024
Amy Blandford	Early Childhood Education	New	Fall 2024
Deshonna Harsch	Sociology	Replacement	Fall 2024
Cheryl Cox	Library	Replacement	Fall 2024
Tamara Cummings	Economics	Replacement	Fall 2024
Daniel Grajeda	Counseling (Puente)	Replacement	Fall 2024
Monica Huizar	Counseling (EOPS)	New	Fall 2024
Jeffrey Julius	Biology/Microbiology	Replacement	Fall 2024

Yeon Suk Lee	Physics (Visiting)	Replacement	Fall 2024
Anya-Kristina Marquis	Geography	New	Fall 2024
April Mejia	Anthropology (Visiting)	Replacement	Fall 2024
Roberto Perez	Psychology	New	Fall 2024
Estrella Romero	Communication Studies	Replacement	Fall 2024
Erin Sternberg	Biology/Anatomy/Physiology	Replacement	Fall 2024
Carla Stout	Biology/Anatomy/Physiology	Replacement	Fall 2024
Daniel Turrubiarres	English	Replacement	Fall 2024
Jude Whitton	Communication Studies	Replacement	Fall 2024

Classified Professionals: The new/replacement classified professional positions were added to the Norco College roster during the last year.

<b>Name</b>	<b>Department</b>	<b>Type</b>	<b>Title</b>
Arlena Allende	Student Services	FT	Academic Evaluations Specialist
Cassandra Allingham	Academic Affairs	PT	Library Clerk I
Nicholas Araujo	Student Services	PT	Student Success Coordinator (PT,75%)
Cynthia Aron	Business Services	FT	Custodian
Nikki Ballard	Academic Affairs	PT	Administrative Assistant III
Rosa Booth	Business Services	FT	Food Service IV
Alma Cruz	Business Services	FT	Custodian
Ivan Dorado	Academic Affairs	FT	Library Technical Assistant II
Areli Escobar	Business Services	FT	Custodian
Danielle Esquibel	Student Services	PT	College Health Registered Nurse (PT,80%)
Azadeh Iglesias	Academic Affairs	FT	STEM Program Coordinator
Daniel Landin	Academic Affairs	PT	Educational Resource Advisor (PT, 47.5%)
Amanda Lara	Business Services	FT	Student Account Specialist
Hector Lopez	Academic Affairs	PT	Laboratory Technician- Sciences, Senior (PT, 47.5%)
Arezo Marashi	Student Services	FT	Academic Support Coordinator
Minerva Mondragon	Student Services	FT	Financial Aid Analyst
Judith Ocegueda	Student Services	PT	Student Financial Services Outreach Specialist
David Ortiz	Student Services	PT	Office Assistant (PT, 47.5%)
Lorena Rositas	Business Services	FT	Accounting Services Clerk
Dominique Ruvalcaba	Student Services	FT	EOPS/Care Specialist
Christian Somoza	Academic Affairs	FT	STEM Program Coordinator
Alex Spencer	Academic Affairs	FT	Student Support Services Coordinator
Duong Thach	Student Services	FT	Administrative Technician
Shazna Uduman	Academic Affairs	FT	Educational Resource Advisor
Victor Vera	Business Services	FT	Food Services Technician
Natasha Woolridge	Student Services	FT	Office Technician

Administration: The 2024-2025 year is also concluding with one new categorically funded management position, two replacement positions, and three interim positions.

Name	Department	Type	Title
Quinton Bemiller	Academic Affairs	Interim	Vice President, Academic Affairs
Kylie Campbell	Academic Affairs	Interim	Associate Dean, Educational Partnerships
Ariel Davis	Student Services	New	Director, College Corps Grant
Roger Perez	Academic Affairs	Interim	Dean, Instruction
Anthony Puccio	Student Services	Replacement	Director Student Financial Services
David Schlanger	Student Services	Replacement	Dean, Student Services

## Organizational Charts

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

## Retirements in 2024-2025

This year, we said goodbye to the following employees and thanked them for their service:

FACULTY	
Bader, Melissa	English
Lewis, Mark	Communications
Perry, Judith Perhamus	CIS
Stevens II, Walter C	Theater
Vela, Jesus	Electricity
Burnett, Sarah	Early Childhood Education
Chung, Elisa	Math
Coverdale, John Patrick	CIS
De Guzman, Joseph	Math
Payan, David	Counseling
Sloniger, Mitzi	Reading
Wallstrom, Timothy	Physical Education
CLASSIFIED PROFESSIONALS	
Lafferty, Susan	Instructional Department Specialist
Montemayor, Alicia	Student Services Technician
Darnell-Wallace, Jeanne K	Academic Evaluator
Acosta, Cynthia A	Counseling Clerk
Brown II, William	Custodian
Buch, Jeffrey A	Maintenance Mechanic

Casas, Norma	Food Service Worker
Esparza, Monica	Grants Administrative Specialist
Gill, Patricia A	STEM Program Coordinator
Giornalista, Nino	Instructional Media Assistant (district)
Hopkins, YeVell	Community Service Coordinator (district)
<b>ADMINISTRATION</b>	
Farrar, Carol G.A.	Interim Vice President, Academic Affairs
Gonzalez, Maria	Director, Student Financial Services
Aycock, Gregory R	Dean, Student Success
Oceguera, Gustavo	Dean, Grants & Student Equity Initiatives

## STUDENT TRANSFORMATION

### Enrollment Update

For the 2024-2025 academic year, Norco College achieved 7,318 FTES, which was 99.4% of our 7,361 target. In comparison to last year, this represents 1.94% growth over our 2023-2024 achieved FTES of 7,176 and 3.69% growth over our 2023-2024 target of 7,084. Since the 2019-2020 academic year, Norco College has recovered 96.5% of its pre-pandemic FTES and 99.4% of its pre-pandemic enrollments. Unduplicated headcount at Norco College for the 2024-2025 academic year was 20,534 students, representing 116% of our 2019-2020 unduplicated headcount of 17,632. Looking to 2025-2026, Norco College has established an FTES target of 7,795, representing a 5.57% FTES growth goal over this year's target of 7,361, or 6.1% over this year's achieved FTES of 7,318.

As we strive to serve more students at Norco College in 2025-2026, we also plan to mitigate fraudulent enrollments and improve efficiency at the college, school, and discipline levels. These considerations are addressed by an Operational Enrollment Management team that comes together as needed during the enrollment period for each term, as well as the Academic Planning Chairs (APC). This summer, Norco College will send a team to the California Community Colleges Enrollment Management Academy at UCSD, to analyze our college's enrollment and create effective strategies for the future.

### Strategic Enrollment Management (SEM)

This academic year marked the implementation of our SEM plan, which was approved through our governance process last year. The SEM plan addresses enrollment management as a college-wide, holistic pursuit—from pre-enrollment through completion. Attention this year has been on actionable items tied to the six SEM goals, by area. Progress checks were completed each term for these action items, and an SEM Calendar was created to ensure coordinated efforts in supporting student enrollment, retention, and success. The SEM workgroup is comprised of a cross-functional team of administrators, faculty, and classified professionals. This year, the team met monthly and attended a Winter planning retreat. The SEM workgroup concluded the year with a review of data metrics/KPIs pertaining to the SEM goals, which align with Norco College's strategic planning, as well as District and State objectives.

### Student Equity Plan Update

The Norco College 2025–2028 Student Equity Plan reflects a strategic and student-informed commitment to eliminating disproportionate impact for Black/African American and Hispanic/Latinx students through targeted goals and equity-centered interventions. Rooted in both qualitative research and institutional KPI alignment, the

plan prioritizes closing equity gaps in successful enrollment, first-year persistence, transfer-level Math and English completion, certificate/degree attainment, and transfer. Newly identified disproportionate groups include American Indian/Alaska Native, LGBT, and Non-Binary students. Groundbreaking qualitative research conducted in 2023–2024 identified communication, onboarding, academic planning, and student belonging as core barriers. In response, the plan includes the launch of equity-focused professional development, targeted improvements to student-facing communication, expanded access to learning communities, culturally responsive counseling, and proactive academic support services. This equity plan is a cornerstone of Norco College's broader institutional vision for inclusive excellence and student transformation.

## Standard of Care Update

This academic year, our college has been actively engaged in the implementation of the Standard of Care - a district-wide model focused on transforming counseling, advising, and tutoring support. To support this initiative, we enlisted the technical assistance of a Partnership Resource Team (PRT) through Institutional Effectiveness Partnership Initiative (IEPI). In addition to technical assistance, our college will also receive \$200,000 in IEPE funding to advance this work. Following two site visits in Spring 2025, the PRT developed a set of recommendations for our college, focused on four key areas: Defining the Standard of Care (including roles and responsibilities), Communication, Engagement, and Technology and Data. Our college team drafted an Innovation and Effectiveness Plan in late Spring 2025. This plan outlines the 21 objectives, responsible parties, action plans, timelines, and intended outcomes. Plans for the use of the IEPI funding are also detailed in the plan. We will continue to work over the summer and into next fall with the implementation and preparation for our fall visit with the PRT. The final plan can be found here: [IE Plan NC Final Signatures 2025.pdf](#)

## REGIONAL TRANSFORMATION

### Military Articulation Platform and Credit for Prior Learning

Norco College continues to lead statewide efforts in Credit for Prior Learning (CPL) through its stewardship of the Mapping Articulated Pathways (MAP) Initiative, aligning with CCCCCO Vision 2030. This initiative plays a pivotal role in ensuring that all 116 California community colleges recognize and award academic credit for students' prior learning experiences, creating equitable opportunities for veterans, apprentices, and working adults.

Dr. Samuel Lee, former Vice President of Academic Affairs at Norco College, has transitioned to the role of Senior Advisor to the Chancellor for CPL at the state level, amplifying advocacy and implementation efforts. Norco College transitioned leadership of the California MAP Initiative from the college to the district office, allowing CPL leaders like Dr. Sigrid Williams, CPL Coordinator, and Janelle Brekke, CPL Counselor, to expand district-wide and statewide CPL efforts. The college remains committed to veterans, apprentices, and working adults, ensuring CPL evaluations are prioritized. Notable achievements include successfully uploading all veterans into the system, launching CPL pathways for construction apprentices, and engaging Chambers of Commerce and law enforcement agencies to enhance CPL adoption.

CPL policy advocacy remains a top priority. Dr. Williams authored three resolutions supporting CPL and MAP, all approved at the Academic Senate for California Community Colleges (ASCCC) Spring Plenary, reinforcing CCCCCO Vision 2030, advocating for Apprenticeship Sprint, Veterans Sprint, and Rising Scholars programs. These resolutions also address eliminating fees for credit-by-exam, maximizing student awareness, and expanding articulation agreements for industry-recognized credentials and military training programs.

Norco College faculty lead workshops, symposiums, and training sessions across California to streamline articulation processes and promote best practices. The college actively participates in statewide CPL workshops, regional consortium engagements, and faculty-led workgroups aligning course offerings with CPL opportunities. Faculty

engagement remains strong, particularly in integrating CPL into the MAP system and supporting statewide credit recommendations such as P.O.S.T. certifications.

In the past academic year, Norco College awarded 130 students an average of 11.3 CPL units, resulting in a combined savings and preservation of funds exceeding \$981,000. Among these students, 70 were military personnel or veterans, earning an average of 7.3 CPL units, while 63 were working adults—53 of whom were apprentices—receiving an average of 17.4 CPL units. Since the inception of MAP, Norco College has granted CPL credits to 464 students, yielding total savings and preservation of funds of \$3.2 million. Our estimated 20-year impact will surpass \$18.8 million. Based on our implementation success score, we are ranked third in the state for CPL Impact.

Looking ahead, Norco College remains steadfast in advancing CPL. Through ongoing collaboration, policy advocacy, and faculty engagement, the college will expand CPL articulation agreements, validate workforce and military training programs, develop innovative CPL practices, and ensure accessibility and equity in CPL implementation. Norco College's dedication to CPL innovation and inclusivity continues to shape California's higher education landscape, ensuring that lifelong learning, workforce expertise, and prior experiences are fully recognized, honored, and leveraged for academic success.

## Rising Scholars- California Rehabilitation Center (CRC)

Norco College serves over 600 students in our Rising Scholars program at the California Rehabilitation Center (CRC). During the 2024-2025 school year, Norco College offered 150 in-person credit courses at the CRC, including academic support classes for Math and English. Over 80 students from CRC completed associate degrees this year, and seven of our Norco College alumni received their bachelor's degrees from Pitzer College. To support students on their journey to completion, Norco College is hiring a full-time Counselor dedicated to the Rising Scholars program.

From the Class of 2025, 10 graduates will start their bachelor's degree through Pitzer College this summer and 19 have been accepted to begin their bachelor's degree with the University of California, Riverside LIFTED program this fall. Norco College was recently awarded a new round of Rising Scholars Network grant funding from the California Community College Chancellor's Office to support this partnership which will support the addition of an Educational Resource Advisor on the Rising Scholars team.

## Rising Scholars Juvenile Justice/Alternative High Schools

In 2023, Norco College received a Rising Scholars Juvenile Justice grant to expand our existing in-prison higher education programming for justice-impacted youth in juvenile facilities and at local alternative high schools. This year, Norco College began dual enrollment classes at Orange Grove High School in Spring, and students at Lee V. Pollard High School will begin taking dual enrollment classes in Fall 2025. Our in-person classes are scheduled to begin at Southwest Juvenile Hall in Murrieta in Fall 2025. We have also hired a new Student Success Coordinator to support our incarcerated and formerly incarcerated Rising Scholars student population at Norco College.

## Rising Scholars On Campus

Norco College is utilizing Rising Scholars and Juvenile Justice grants funds to open a Rising Scholars space on campus for formerly incarcerated and justice-impacted students. The space is set to open in Fall 2025 and will help connect students to resources and services and to build a supportive community for justice-impacted students on the Norco College campus.

## Apprenticeship

As of April 1, 2025, Norco College's apprenticeship program welcomed 1025 unduplicated apprentices. This included apprentices from Western States Carpenters, the International Brotherhood of Electrical Workers, and our new and innovative Manufacturing Apprenticeship. Through a partnership with the Manufacturing Council of the Inland Empire (MCIE), Norco College welcomed new employer partners committed to the growth and development of

apprenticeships.

## Dual Enrollment

Dual Enrollment gives high school students the opportunity to take college courses and get a head start on earning credits towards college certificates and degrees. Norco College partners with the Corona Norco Unified School District, Alvord Unified School District, Jurupa Valley Unified School District, Excelsior Charter Schools, California Virtual Academies, and iQ Academy California to offer dual enrollment courses to students from 13 high schools. Norco College offered 122 credit-bearing dual enrollment courses for over 1,750 high school students during the 2024-2025 school year.

## John F. Kennedy Middle College High School

John F. Kennedy Middle College High School (JFK) is a middle college high school located on the Norco College campus that seeks to serve middle-performing and underrepresented students. JFK students complete their core academics in traditional high school classes at JFK Middle College High School and attend Norco College to take courses towards college certificates and degrees. In 2023, JFK was awarded a National Blue Ribbon Award for being one of California's highest performing high schools. This spring, 105 students (62.5% of the graduating class) at JFK Middle College received at least one associate degree from Norco College.

## New Programs

During 2024-2025 academic year, college faculty developed and revised 33 programs through the curriculum process.

Proposal	Academic Program	Credential
NEW	Administration Of Justice: Corrections	Certificate
NEW	Apprenticeship Carpentry, Concrete	Certificate
NEW	Biology Field Technician	Certificate
NEW	Geography	Associate Degree for Transfer
NEW	Law, Public Policy, And Society	Associate Degree for Transfer
NEW	Modern Policing	Associate of Science Degree
NEW	Robotics Specialist	Certificate
NEW	Geography	Associate Degree for Transfer
NEW	Robotics Specialist	Certificate
Modified	Administration Of Justice	Associate Degree for Transfer
Modified	Art History	Associate Degree for Transfer
Modified	Studio Arts	Associate Degree for Transfer
Modified	Anthropology	Associate Degree for Transfer
Modified	Biology	Associate Degree for Transfer
Modified	Environmental Science	Associate Degree for Transfer
Modified	Business Administration 2.0	Associate Degree for Transfer
Modified	Computer Science	Associate Degree for Transfer
Modified	Communication Studies 2.0	Associate Degree for Transfer
Modified	Child And Adolescent Development	Associate Degree for Transfer
Modified	Early Childhood Education	Associate Degree for Transfer
Modified	Economics	Associate Degree for Transfer
Modified	English	Associate Degree for Transfer
Modified	History	Associate Degree for Transfer
Modified	Kinesiology	Associate Degree for Transfer
Modified	Mathematics	Associate Degree for Transfer



Modified	Music	Associate Degree for Transfer
Modified	Philosophy	Associate Degree for Transfer
Modified	Physics	Associate Degree for Transfer
Modified	Political Science	Associate Degree for Transfer
Modified	Psychology	Associate Degree for Transfer
Modified	Social Justice Studies	Associate Degree for Transfer
Modified	Sociology	Associate Degree for Transfer
Modified	Spanish	Associate Degree for Transfer

Additionally, six new programs are pending State approval and are expected to be added to the 2025-2026 Catalog addendum:

<b>Proposal</b>	<b>Academic Program</b>	<b>Credential</b>	<b>Status</b>
NEW	Agriculture Plant Science	Associate Degree for Transfer	Pending State approval
NEW	Apprenticeship Carpentry, Acoustical Installer	Certificate	Pending State approval
NEW	Apprenticeship Carpentry, Drywall Finisher	Certificate	Pending State approval
NEW	Apprenticeship Carpentry, Drywall Lather	Certificate	Pending State approval
NEW	Apprenticeship Carpentry, Finish Carpentry	Certificate	Pending State approval
NEW	Biomedical Electronic Equipment Repair	Certificate	Pending State approval

## Focus on Safety and Emergency Preparedness in 2024-2025

The College continued to make the health and safety of our entire college community the highest priority. With college-wide evacuation and lockdown drills, to delivering 24 safety trainings for 226 employees, the College continues to commit to preparing for the inevitable. Training and testing our emergency communication tools has allowed the college to better communicate during times of emergency. The College funded new safety and street signage in 2024-2025 with installation taking place over the summer. In 2024-2025, the College also upgraded the Student Services Building to an electrified access control system, which allows for a safer and more efficient building lockdown if needed. The College also installed road barriers and bollards on Rodeo Road to eliminate the potential for vehicles to navigate onto the interior of campus. A college-wide Health, Safety and Wellness Fair was also presented which brought health, safety and wellness resources to the entire college community in support of our College strategic goals and objectives.

## Instructional Equipment and Supply Investments in 2024-2025

The FY 24/25 State budget did not provide instructional equipment funding. As a result, restricted Lottery funds were used to purchase 114 student laptops for \$ 183,007.86. Additionally, \$1,016,267.84 in Lottery funding was also allocated for instructional supplies in FY 24/25, which leaves an estimated balance of \$509,580.16 in Lottery funds to be carried over to FY 25/26, helping to fund instructional technology needs.

General funds and “one-time” funds were used to support college technology upgrades with the purchase of 27 laptops, 6 desktop computers and 28 printers for faculty, management and classified personnel at a total cost of \$72,957.27. Classroom mediation upgrades (audio visual) were funded for ATEC 109, ATEC 209, IT 123, as well as WEQ 6A and 6B.

Norco College total revenue for Local, Federal and State Grants and Categorical programs for FY 24/25 was \$31,096,897, representing 31.12% of total Norco College revenue in FY 24/25.



## Facility Improvements

In 2024-25, the College invested over \$17 million in one-time funds for facility improvements. Below you will see a brief overview of some of the projects undertaken by the Norco College Facilities team.

- PARKING LOTS - B, D, STEM SLURRY, CRACK FILL, CEAL COAT CONCRETE REPAIR
- PAINTED COLLEGE POLICE
- FLOORING REPLACEMENT COLLEGE RESOURCE CENTER
- HVAC UPGRADE- CENTER FOR STUDENT SUCCESS
- INTERIOR PAINTING STUDENT SERVICES
- ACCESS CONTROL AMPHITHEATER
- SUSTAINABLE LANDSCAPING /IRRIGATION UPGRADES
- CONVERSION OF ART GALLERY STORAGE TO FACULTY OFFICES
- ACCESS ROAD EMERGENCY UNGROUND PLUMBING REPAIR FOR HVAC/PLUMBING
- CENTER FOR STUDENT SUCCESS 217 FLOORING UPGRADE
- CAMPUS WIDE TREE TRIMMING
- OPERATION CENTER EV CHARGING
- CACT RELOCATION TO STEM DESIGN
- FLOORING UPGRADES SCIENCE & TECHNOLOGY 108 (BASIC NEEDS)
- RECONFIGURATION APPLIED TECHNOLOGY 119
- FLOORING UPGRADE APPLIED TECHNOLOGY 119
- FURNITURE/FIXTURE/EQUIPMENT UPGRADES INDUSTRIAL TECHNOLOGY 123
- FLOORING UPGRADES INDUSTRIAL TECHNOLOGY 123
- CORONA CENTER PARKING LOT CLEAN UP AND GENERAL UPKEEP

As a result of the efforts by our college community, all 2024-2025 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.