Part 1:
Planning Overview

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President's Message

Dear Colleagues,

As we approach the conclusion of our 2020–2025 Strategic Plan, it is a time of reflection on a period of significant growth and institutional progress. Over the last five years, Norco College has made strides in student access, workforce outcomes, and equity, though challenges persist, particularly around completion rates and equity gaps. These challenges, however, have set the stage for future success, laying a strong foundation for the upcoming strategic plan.

The 2025–2030 Strategic Plan builds on this progress, serving as a guiding framework for the next chapter of our development. Aligned with the College's Educational Master Plan, it focuses on the continued transformation of our diverse student population through improved access, achievement, and equity. This new plan promotes a culture of continuous improvement, innovation, and strategic alignment, with an emphasis on data-informed practices and collaborative efforts across divisions.

Key priorities for the next five years include boosting enrollment and improving high school capture rates, supporting students through the Guided Pathways framework, and raising success rates and persistence. Central to these efforts is the continued elimination of equity gaps, particularly for Hispanic/Latinx and Black/African American students. We aim to ensure that more students complete degrees, certificates, or transfers within three years, while also enhancing career pathways that lead to living-wage jobs. In addition to strengthening student success, the plan outlines investments in professional development, alignment of academic programs with workforce needs, and improvements in campus infrastructure and governance. These measures are designed to ensure long-term sustainability and institutional success.

The 2025–2030 Strategic Plan positions Norco College as a regional leader in equitable education, workforce development, and institutional innovation. With clear goals and measurable outcomes, we are well-positioned to meet the evolving needs of our students and community.

Thank you for your continued commitment to Norco College and to the transformative work we do together.

Monica L. Green, Ed.D.
President

Part 1: Planning Overview

Executive Summary

The **2025-2030 Strategic Plan and Governance Manual (SPGM)** builds upon and extends the planning efforts that began in the 2019-2030 Educational Master Plan (EMP). The EMP defines the vision for the institution in three core directions: Student Transformation, Regional Transformation, and College Transformation. The 2025-2030 Strategic Plan and Governance Manual emphasizes the College's focus on Student Transformation, encompassing Student Access, Student Success, and Student Equity, which is supported by actionable, measurable objectives and clearly defined, formalized processes for evaluation and institutional procedures to enhance institutional effectiveness.

The SPGM is divided into four main parts:
1. **Planning Overview:** The context for planning, including state, regional, and local considerations, including an analysis of current progress towards goals.
2. **2025-2030 Strategic Plan:** Reaffirmation of the College's mission, vision, and guiding principles with a focus on how the College's objectives and Key Performance Indicators (KPIs) align with its organizational structures.
3. **Governance Manual:** Structure and procedures for participatory governance, decision-making, and institutional evaluation.
4. **Institutional Effectiveness and Governance Procedures:** Procedures for continuous improvement and innovation in support of strategic goals.

This plan aligns with state-level initiatives, such as the California Community College Chancellor's Office (CCCCO) Vision 2030. It incorporates new accreditation standards to maintain Norco College's focus on continuous improvement and data-driven decision-making. It reflects an institution-wide effort to integrate equity, transparency, and accountability into all aspects of governance and operations. Norco College remains committed to improving and advancing equitable student outcomes for every student at our Institution, a commitment that remains unchanged despite the changing landscape of higher education.

Introduction to Planning
Why Planning Matters

Strategic planning at Norco College is essential for achieving our strategic goals, maintaining accreditation, aligning with community needs, and ensuring sustainable growth. Strategic planning creates a roadmap that guides all areas of the institution toward our college mission and vision while fostering continuous improvement.

- Planning gives us a future vision for Norco College while simultaneously providing opportunities for reflection and evaluation of our current performance.
- Planning guides what we do and why we do it.
- Planning helps prepare the college for future challenges and opportunities by effectively and efficiently leveraging finite resources to achieve goals and objectives.
- Planning aligns our governance structures and operational units with our Mission, Vision, and Core Commitments.
- Planning facilitates coordination, informs resource allocation, improves decision-making, and emphasizes preparedness for change.

The Strategic Plan

1. Reaffirms the Norco College Mission, Vision, and Core Commitments to positively transform the lives of students and our community.

2. Articulates the college's strategic priorities.

3. Serves as a means for evaluating progress and innovation in the achievement of equitable student outcomes through measurable and ambitious Key Performance Indicators and Objectives

3. Guides college-wide planning and data collection.

5. Clearly defines institutional procedures for decision-making, assessment, and evaluation.

6. Centers student equitable outcomes through alignment with the California Community Colleges system and district priorities in student access, student success, and student equity.

Planning Context

Planning at Norco College operates within the context of state, regional, and district factors that influence College operations and strategic initiatives. The College faces challenges and opportunities shaped by regional workforce demands, state policies, and shifting demographics. The College is well-positioned to continue fulfilling its mission of providing high-quality education and meeting the needs of its diverse student population while responding to external pressures. These external factors continue to guide and inform planning at the College, enabling the institution to be responsive and proactive in transforming the lives of students, employees, and the community through academic and economic development. Strategic planning and data-driven decision-making are critical to navigating and responding to the challenges and opportunities in the near and distant future.

State-Level Considerations

The California Community College Chancellor's Office (CCCCO) is committed to combating income inequality and supporting the social and economic mobility of its two million students statewide. Priority initiatives from the CCCCO include but are not limited to Guided Pathways; Student Equity; Diversity, Equity, Inclusion, and Accessibility (DEIA); Workforce Development; and Dual Enrollment. These system-wide priorities are clearly articulated in Vision 2030: A Roadmap for California Community Colleges with three goals: Equity in Success, Equity in Access, and Equity in Support. These goals are supported by advocacy for legislative changes that impact the student experience across the state. Examples of impactful legislation include, but are not limited to, AB 705/1705 (Transfer Level English and Math Access and Success), AB 111 (Transfer Pathways), AB 928 (Cal-GETC), and AB 132 (Transfer Success Pathways UC/CSU). Additionally, notable legislation includes AB 1111 (Common Course Numbering). This legislation is reinforced by a legislatively mandated change in the funding model for California community colleges, as outlined in the Student-Centered Funding Formula. The new funding formula emphasizes student success metrics, such as completion, transfer, and equity outcomes.

The system-wide shift toward online education post-pandemic presents one of the most significant opportunities and challenges in transforming teaching and learning environments and enrollment patterns. In response to the increasing demand for online education across the system, the CCCCO released a Vision 20230 Online Teaching and Learning Work Plan outlining a strategic system-wide approach to increasing and improving access, success, and support to quality online programs of study. Priorities include building and growing student-centered systems and strengthening professional development. This work plan includes a system-level perspective for the identification, pilot, and adoption of Artificial Intelligence (AI) tools to support the online teaching and learning environment directly. It is clear from the perspective of the CCCC Office that strategic planning and investments must be made in online education and in the technological infrastructure to support Vision 2030 goals.

Norco College is equally committed to student transformation. State policy changes, system-wide priorities, and the changing landscape of higher education have informed the College's strategic planning process. The 2025-2030 Key Performance Indicators and Objectives demonstrate an alignment to and support of state efforts to improve student access, equity, and success. This early alignment work began with our Strategic Enrollment Management Plan, which intentionally aligns with Vision 2030, the Guided Pathways Loss Momentum Framework, the Student Equity Plan 2022-2025 target populations, and equitable student outcomes as defined in the Accreditation Standards 2024. The 2025-2030 Strategic Plan and Governance Manual expands and enhances connections to the Education Master Plan with strong alignment to the external future vision for the CCCCO.

Regional Considerations

Norco College faces dynamic challenges and opportunities in examining the regional factors that impact the institution and district. The region is characterized by a diverse and growing population, with significant increases in Latinx and immigrant communities. There is an increasing need for bilingual programs, community outreach, and enhanced equitable access and support for first-generation student populations and non-traditional students. Additionally, there are ongoing regional and district efforts to increase the college-going rate and high school capture rates across the Inland Empire region. Improving pathways to postsecondary education for non-traditional and high school graduates presents opportunities for Norco College that guide our strategic initiatives and resource allocation.

Riverside County has experienced steady growth in highly skilled workforce sectors, including healthcare, logistics, manufacturing, and construction. Given the region's proximity to major transportation corridors, the logistics sector is a strong and growing workforce industry. To continue meeting the region's economic and workforce demands, the College must be able to meet local employer needs by developing skilled graduates who can fill regional labor shortages.

District Alignment

Norco College aligns with the Riverside Community College District through several key areas that correspond to the district's goals of enhancing access, student equity, student success, and workforce development. The College's strategic goals directly support the core pillars of Vision 2030: Equitable Access, Inclusive Success, Economic Mobility, and Innovation.

Access and Enrollment Growth:

- Vision 2030 Goal: Expand access to underrepresented populations through innovative enrollment strategies, flexible learning pathways, and early college credit opportunities.
- RCCD Goal: The RCCD plan emphasizes increasing access to higher education and lifelong learning opportunities through expanded programs and facilities.
- Norco College Alignment: Norco has expanded its dual enrollment and outreach efforts, as reflected in its enrollment and headcount KPIs. By increasing first-time, full-time enrollment and capturing a greater percentage of local high school graduates, Norco aligns with RCCD's goal of universal access.

Equity and Student Success:

- Vision 2030 Goal: Close equity gaps in student outcomes through data-informed interventions, student-centered design, and culturally relevant practices.
- RCCD Goal: RCCD's strategic vision prioritizes closing equity gaps and ensuring equitable outcomes for underrepresented groups, using data to inform interventions.
- Norco College Alignment: Norco tracks specific Key Performance Indicators for reducing equity gaps for disproportionately impacted students. These efforts align with the district's focus on equity-driven strategies and personalized student support.

Workforce Development:

- Vision 2030 Goal: Align academic programs with regional labor market demands to provide students with clear, supported pathways to livable-wage careers.
- RCCD Goal: RCCD plans to align academic programs with local workforce needs, fostering partnerships with industry leaders to expand CTE programs and address regional economic demands.
- Norco College Alignment: Norco's Local Workforce Demand Assessment identifies critical industries such as healthcare, transportation, and construction, guiding the development of workforce programs that meet these regional needs. The College's goal to increase pathways to living-wage career outcomes align with this goal.

Resource Optimization and Community Engagement:

- Vision 2030 Goal: Promote institutional sustainability through data-driven planning, diversified funding, and community collaboration.
- RCCD Goal: The district emphasizes diversifying revenue streams, enhancing community partnerships, and improving resource allocation to support student success.
- Norco College Alignment: Norco has leveraged grant funds to improve student completion rates, expand academic support, and invest in data-driven decision-making, directly supporting RCCD's focus on financial sustainability and effective resource management.

College Alignment

The Norco College Mission, Vision, and Core Commitments align with institutional priorities in Student Transformation, Regional Transformation, and Institutional Transformation as outlined in the 2030 Educational Master Plan. The College's Key Performance Indicators and Objectives serve to communicate institutional progress in achieving college priorities in equitable student outcomes. Norco College fosters a culture of continuous improvement by annually monitoring and tracking college-level data to enhance the college governance structure and operational units, thereby supporting the Mission, Vision, and Core Commitments.

Mission

Norco College is an open access college that supports every learner on their educational path. We help diverse students grow, succeed, and change their lives through education.

Vision

We see a future where every student thrives and our region rises with them.

Core Commitments

N-O-R-C-O

Nurture Students First: We center student success in every decision and action.

Open Doors to Equity: We remove barriers and expand access for all.

Rise Together: We collaborate across campus and community to lift each other up.

Commit to Integrity: We follow through, own our impact, and build trust.

Own Our Growth: We learn, adapt, and lead with creativity and purpose.

2020-2025 Key Performance Indicators and Objectives

The 2020-2025 Key Performance Indicators (KPIs) reflected Norco College's commitment to student success, equity, and regional impact. They provided a clear framework for assessing progress toward institutional goals and helped the college make informed decisions about resource allocation, student support services, and curriculum development. Measuring performance with KPIs aligns with Norco College's practice of using data to guide continuous improvement and to ensure institutional goals are met. Norco College is making progress on many of its KPIs, particularly in headcount and median earnings, but challenges remain in achieving targets related to degree and certificate completion, transfers, and reducing equity gaps, especially among African American and Latinx students (see Table 1). The Institution is focusing on continuous improvement in these areas.

Table 1. 2020-2025 Goals, Objectives and Key Performance Indicators

2030 EMP Goals	2020-2025 Objectives	2025 KPIs
Goal 1: (Access) Expand college access by increasing both headcount and FTES	1.1: Go from 7,366 to 8,759 total FTES	1
	1.2: Go from 14,624 headcount to 16,581 total headcount	2
	1.3: Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc)	
	1.4: Increase capture rates from feeder high schools by 4% annually	3
Goal 2: (Success) Implement Guided Pathways framework	2.1: Increase the number of degrees completed by 15% annually	4
	2.2 Increase the number of certificates completely by 15% annually	5
	2.3: Decrease AA degree unit accumulation from 88 to 74 total units on average	
	2.4: Increase the number of transfers by 15% annually	6
	2.5: Increase the number of first-time full-time enrolled students from 508 to 900	7
	2.6: Increase the percent of students who receive financial aid from 73% to 81%	
	2.7: Increase the number of students who complete transfer-level math and English by 20% per year	
Goal 3: (Equity) Close all student equity gaps	3.1: Reduce the equity gap for African American students by 40%	8
	3.2: Reduce the equity gap for Latinx students by 40%	9
	3.3: Reduce the equity gap for Men of Color by 40%	10
	3.4: Reduce the equity gap for LGBTQ+ students by 40%	11
	3.5: Reduce the equity gap for Foster Youth students by 40%	12
Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement	4.1: Increase the percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)	
	4.2: Increase the percentage of employees who complete the Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees)	
	4.3: Increase the percentage of faculty who complete the Teaching Men of Color in the Community College certificate from 3% to 40% (125 out of 315 faculty)	

2030 EMP Goals	2020-2025 Objectives	2025 KPIs
Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap	5.1: Increase the median annual earnings of all students	13
	5.2: Increase the percent of CTE students employed in their field of study by 3% annually	14
	5.3: Increase the percent of all students who attain a livable wage by 5% annually	15
	5.4: Establish the Center for Workforce Innovation to create and expand apprenticeships & work-based learning opportunities	
Goal 6: (Community Partnerships) Pursue, develop, & sustain collaborative partnerships	6.1: Establish and expand relationships with regional educational institutions	
	6.2: Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations	
	6.3: Expand partnerships with regional veterans' services and support organizations	
	6.4: Work toward reducing recidivism through incarcerated student education	
	6.5: Position the college's image and reputation as a leading academic institution in the region	
	6.6: Develop regional outreach and recruitment systems	
	6.7: Help establish a distinct regional identity, organization, and communication among our local communities	
	6.8: Stimulate regional arts development	
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	7.1: Develop a comprehensive breadth of academic programs	
	7.2: Develop Career & Technical Education programs and industry credentials related to regional needs	
	7.3: Develop and implement a plan for noncredit and noncredit-enhanced programming	
	7.4: Develop and implement a plan for expanded athletics offerings	
	7.5: Add capacity to existing disciplines with a demonstrated need	
	7.6: Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom	
	7.7: Build and support academic support services to improve student success	

2030 EMP Goals	2020-2025 Objectives	2025 KPIs
Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college	8.1: Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real-time	
	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	
	8.3: Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan	
	8.4: Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans	
	8.5: Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan	
Goal 9: (Workplace/ Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture	9.1: Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college	
	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	
	9.3: Develop a culture that recognizes/thanks employees on a regular basis and celebrates the college's successes	
	9.4: Develop a strategy to maximize the number of classified faculty and managers involved in college governance without compromising mission-critical work	
	9.5: Develop strategy to maximize student-faculty time; Resist pulling faculty from students to do administrative work; Evaluate release time	
	9.6: Develop a strategy and work collaboratively with the district to increase the proportion of full-time faculty toward the 75/25 ratio	

2030 EMP Goals	2020-2025 Objectives	2025 KPIs
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	10.1: Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college	
	10.2: Develop and maintain the Facilities Master Plan	
	10.3: Build out funded projects (amphitheater, Center for Student Success room 217, etc.)	
	10.4: Finish Veterans Resource Center Phase 1 by Spring 2021	
	10.5: By Fall 2020, open Early Childhood Education Center	
	10.6: Develop plans and strategies to capitalize on state facilities funding to maximize local project funding availability	
	10.7: Build 2nd access road	
	10.8: Explore and pursue land acquisition adjacent to college property	
	10.9: Develop and start implementing sustainable campus	
	10.10: Design spaces that intentionally build community	
	10.11: Install immediate/temporary facilities to address current capacity needs by summer 2021	
	10.12: Enhance transportation infrastructure	
	10.13: Develop and implement plans for off-campus facilities for instructional purposes	
Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems	11.1: Design an intuitive and simple student onboarding system	
	11.2: Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle ("from recruitment to alumni")	
Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals	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	
	12.2: Coordinate with RCCD to establish a BAM that allocates funding equitably	
	12.3: Support General Obligation bond campaign and implementation	
	12.4: Develop 30% of the overall budget from non-general fund revenue sources	

2020-2025 KPI Progress Summary

The 2020-2025 progress trends indicate mixed performance across Key Performance Indicators. In terms of student access, there has been an increasing trend in total FTES (Full-Time Equivalent Students) over the last three years and strong headcount growth exceeding the five-year goal in just four years. However, some areas show declining trends, such as capture rates from feeder high schools, which have dropped from year three to year four and remain below projections. Similarly, the number of degrees completed has shown a downward trend, though it still exceeds the institution's set standard. The number of certificates completed is also declining, falling below the institutional standard, highlighting a potential area of concern. Efforts to reduce the equity gap for African American students have shown improvement, with the gap narrowing from year three to year four. In some cases, the equity gap has been reduced by 40%, indicating significant progress. Similarly, the equity gap for Latinx students has shown some fluctuation, with a widening of the equity gap from year three to year four. However, it remains below our target to decrease the equity gap by 40%. Overall, while there are positive signs of progress, persistent gaps indicate the need for continued, targeted interventions to ensure sustained improvements in equity across all student demographics. These trends suggest that while overall enrollment and access goals are progressing positively, student success, particularly completion rates, and student equity remain top strategic priorities that require targeted interventions to reverse downward trends.

The 2020-2025 KPI Progress Chart (Table 2) provides a snapshot of the college's progress towards achieving the 15 Key Performance Indicators over the 2020-2025 Strategic Plan and Governance Manual.

Table 2. 2020-2025 Key Performance Indicator Progress Trends

2020-2025 Objective	2025 KPIs		Progress
1.1: Go from 7,366 to 8,759 total FTES	1	🟥	Increasing trend in the last 3 years, still below projection
1.2: Go from 14,624 headcount to 16,581 total headcount	2	🟩	Increasing trend, exceeding year 5 goal in year 4
1.4: Increase capture rates from feeder high schools by 4% annually	3	🟥	Decrease from year 3 to year 4, below projection
2.1: Increase the number of degrees completed by 15% annually	4	🟥	Downward trend, still above institution set standard
2.2 Increase the number of certificates completely by 15% annually	5	🟥	Downward trend, below institution set standard for 2 years
2.4: Increase the number of transfers by 15% annually	6	🟥	Increase in year 4, almost meeting the institution set standard, but less than half of projection
2.5: Increase the number of first-time full-time enrolled students from 508 to 900	7	🟥	Increase from year 3 to year 4, still below projection
3.1: Reduce the equity gap for African American students by 40%	8	🟩	Gap narrowing from year 3 to year 4, still larger than projected
		🟥	Gap completely closed in year 4 compared to large gap in year 3
		🟩	Large gap in year 4
		🟥	Gap consistently smaller than projection

3.2: Reduce the equity gap for Latinx students by 40%	9	🟥	Slight widening of gap from year 3 to year 4, larger than projection
		🟥	Gap larger than projected in year 4
		🟥	Gap consistently larger than projection
		🟩	Gap completely closed in year 4
3.3: Reduce the equity gap for Men of Color by 40%	10	🟩	Gap consistently smaller than projection
		🟩	Gap completely closed in year 4
		🟥	Gap narrowing from year 3 to year 4, slightly higher than projected
		🟩	Gap completely closed
3.4: Reduce the equity gap for LGBTQ+ students by 40%	11	🟩	Gap completely closed in year 4
		🟩	Gap completely closed in year 4
		🟩	Gap completely closed
		🟥	Growth in gap from year 3 to year 4, larger than projection
3.5: Reduce the equity gap for Foster Youth students by 40%	12	🟥	Growth in gap from year 3 to year 4, larger than projection
		🟩	Gap completely closed
		🟩	Growth in gap from year 3 to year 4, still below projection
		🟩	Gap completely closed in year 4
5.1: Increase the median annual earnings of all students	13	🟩	Consistently exceeding year 5 goal
5.2: Increase the percent of CTE students employed in their field of study by 3% annually	14	🟩	Exceeding projection
5.3: Increase the percent of all students who attain a livable wage by 5% annually	15	🟥	Increasing trend, still below projection

Key: Green indicates the annual metric goal was met; red indicates the goal was not met.

For more information regarding annual targets and outcomes achieved, please see the KPI dashboard at https://norcocollege.edu/sd/ie/ir/index.html.