



## Part 2: 2025-2030 Strategic Plan



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**Part 2: 2025-2030 Strategic Plan**

## 2025-2030 Strategic Plan

The 2025-2030 Strategic Plan for Norco College serves as a roadmap to address the evolving needs of its students and community, supporting the College's Educational Master Plan goals. At the heart of this plan is the College's ongoing commitment to student access, success, and equity as part of its mission to inspire and transform the lives of the diverse students it serves. The strategic plan aims to cultivate a culture of continuous improvement, enabling the college to remain agile, data-driven, and focused on enhancing student outcomes and institutional effectiveness. This is achieved by fostering a culture of accountability, collaboration, and responsiveness.

The 2025-2030 Strategic Plan reaffirms Norco College's Mission, Vision, and Core Commitments, as well as its commitment to data-driven decision-making, strategic operational alignment in support of our goal and mission, and institutional effectiveness and governance to ensure the college can continually evolve to meet the needs of its diverse students while striving for excellence in educational outcomes. By focusing on transformation at the student, regional, and institutional levels, the 2025-2030 Strategic Plan positions Norco College as a leader in equitable education and workforce development. This document not only charts a path forward but also establishes a culture of continuous improvement and collaboration.



## 2025-2030 Objectives and Key Performance Indicators Summary

The Norco College 2025-2030 Objectives and Key Performance Indicators (KPIs) serve as a strategic framework for measuring institutional effectiveness and tracking progress toward achieving the college's long-term goals (see Table 3). The KPIs provide a data-driven approach to improving student success, equity, and institutional performance.



The 2030 Objectives and KPIs focus on eight key areas:

1. Equitable Access
2. Equitable Success
3. Equitable Support
4. Professional Development
5. Workforce Alignment
6. Institutional Effectiveness & Governance
7. Campus Facilities & Infrastructure
8. Fiscal Resources & Sustainability

Table 3. 2025-2030 Objectives and Key Performance Indicators

2030 EMP Goals	2025-2030 Objectives	2030 KPIs
<b>Goal 1: (Access) Expand college access by increasing both headcount and FTES</b>	1.1 Meet or exceed district-set targets for college FTES 1.2 Increase annual headcount by 3% annually 1.3: Increase capture rates from feeder high schools by 4% annually	1 2 3
<b>Goal 2: (Success) Implement Guided Pathways framework</b>	2.1 Increase course success rate across all course modalities by 5% by 2030 2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually 2.3 Increase First-term to Second-Term Persistence of first-time students by 3% annually 2.4 Increase the percentage of first-time students who complete a degree or certificate in three years by 3% annually 2.5 Increase the percentage of first-time students who transfer to a four-year institution in three years by 3% annually 2.6 Increase the number of students who receive aid by 6% annually	4 5 6 7 8
<b>Goal 3: (Equity) Close all student equity gaps</b>	3.1 Eliminate equity gaps for Black/African American students 3.2 Eliminate equity gaps for Hispanic/Latinx students	9 10
<b>Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement</b>	4.1 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities	
<b>Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap</b>	5.1 Ensure alignment of academic programs with living wage careers 5.2 Increase student enrollment in career pathways aligned with living-wage careers	11 12
<b>Goal 6: (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</b>	6.1 Establish meaningful and ambitious goals in support of the college mission to ensure quality, continuous improvement, and innovation through the review and assessment of disaggregated data related to equitable student achievement 6.2 Engage in clear and effective governance practices that provide opportunities for meaningful participation and inclusion of relevant constituencies to inform institutional decision-making	

2030 EMP Goals	2025-2030 Objectives	2030 KPIs
<b>Goal 7: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts</b>	<p>7.1 Leverage facilities funding to maximize local project funding availability</p> <p>7.2 Implementation of Sustainable Campus Components</p> <p>7.3 Enhancement and design of spaces that intentionally build community in support of the college mission to improve equitable student success</p> <p>7.4 Enhance transportation infrastructure</p>	
<b>Goal 8: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals</b>	<p>8.1 Coordination with RCCD to refine the Budget Allocation Model (BAM) that allocates funding equitably to support the fulfillment of the college mission</p> <p>8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement</p>	

## 2025-2030 Strategic Alignment

### 2025-2030 Strategic Alignment to Operational Divisions

Norco College's Strategic Goals for 2030 are aligned with the institution's divisional structure, ensuring clear accountability and collaboration in achieving institutional priorities. Each division is responsible for implementing specific objectives that contribute to the overall mission of student success, equity, and institutional excellence. Table 4 provides the division alignment to the 2030 strategic goals and objectives.

The four divisions at Norco College work collaboratively to achieve the Mission, Vision, Core Commitments, and institutional priorities through operational leadership in key areas aligned with the KPI's and Objectives:

- Academic Affairs is focused on enrollment growth and student success, overseeing efforts to increase FTES, headcount, and course success rates. This division also plays a key role in improving student completion and transfer outcomes
- Business Services is responsible for physical and fiscal resource management, including facilities development, transportation, budget allocation, and sustainable infrastructure improvements, all of which support student success and institutional sustainability.
- Planning & Development leads equity, institutional effectiveness, and professional development, working to eliminate achievement gaps, support governance participation, and provide learning opportunities that enhance student outcomes.
- Student Services supports student access, persistence, and workforce alignment, ensuring students receive the necessary academic, financial, and career resources to complete their programs and transition to four-year institutions or living-wage careers through a comprehensive Standard of Care.



**Table 4. Division Organization and Alignment to 2025-2030 Key Performance Indicators and Objectives**

<b>Division</b>	<b>EMP Goals</b>	<b>Objectives</b>
<b>Academic Affairs</b>	Goal 1: Access Goal 2: Success  Goal 5: Workforce	1.1 Meet or exceed district-set targets for FTES 2.1 Increase course success rate by 5% 2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually 5.1 Align academic programs with living-wage careers
<b>Business Services</b>	Goal 7: Facilities  Goal 8: Resources	7.1 Maximize facilities funding 7.2 Implement Sustainable Campus Components 7.3 Enhance student spaces 7.4 Improve transportation 8.1 Refinement of the Budget Allocation Model (BAM)
<b>Planning &amp; Development</b>	Goal 3: Equity  Goal 4: Professional Development  Goal 6: Effectiveness  Goal 8: Resources	3.1 Eliminate equity gaps for Black/African American students 3.2 Eliminate equity gaps for Hispanic/Latinx students 4.1 Expand professional learning for student outcomes 6.1 Set and assess ambitious student success goals 6.2 Strengthen governance & participation 8.2 Secure grants & private funding
<b>Student Services</b>	Goal 1: Access  Goal 2: Success  Goal 5: Workforce	1.2 Increase annual headcount by 3% 1.3 Increase capture rates from feeder high schools by 4% annually 2.3 Increase First-term to Second-Term Persistence of first-time students by 3% annually 2.4 Increase 3-year degree/certificate completion by 3% annually 2.5 Increase 3-year transfer rate by 3% annually 2.6 Increase the number of students who receive aid by 6% annually 5.2 Increase student enrollment in career pathways to living-wage careers

By strategically aligning divisions with the 2025-2030 goals, Norco College ensures collaborative implementation, resource optimization, and continuous improvement in advancing student success, equity, and operational efficiency.



## 2025-2030 Strategic Alignment to Leadership Councils

The 2025-2030 Strategic Plan is guided by a structured governance framework that aligns institutional goals with the leadership councils responsible for key decision-making and action. Each council plays a distinct role in advancing student success, institutional effectiveness, resource management, and governance, ensuring continuous improvement and alignment with ACCJC Accreditation Standards.

- **College Council** serves as the overarching body that integrates the work across all leadership councils, ensuring institutional progress toward strategic goals and the College mission by making recommendations to the Executive Cabinet and College President.
- **Academic Council (AC)** oversees instructional programs and library, ensuring equitable access and success by maintaining high academic standards across all modes of delivery.
- **Institutional Effectiveness & Governance Council (IEGC)** is responsible for institutional quality, governance, and strategic planning, providing oversight for institutional effectiveness and governance procedures related to program review, assessment, document control, and data governance.
- **Resources Council (RC)** focuses on human, physical, technological, and financial resource management, ensuring alignment with facilities planning and fiscal sustainability, including budget allocation models.
- **Student Support Council (SSC)** prioritizes enhancing the quality of student support services and student engagement, ensuring that services align with students' diverse educational needs and contribute to improved success outcomes.

By aligning ACCJC Accreditation Standards with the College's strategic goals and operational responsibilities, these leadership councils ensure that Norco College operates effectively, equitably, and sustainably in pursuit of our 2030 vision. This structure promotes collaborative governance, data-driven decision-making, and continuous institutional improvement to serve students and the community better.

### College Council

The College Council oversees and directs the common work of the leadership councils, monitors institutional progress toward achieving college goals, and provides recommendations to the Executive Cabinet and the College President (see Figure 1).

ACCJC Accreditation Standard	Goal/Objective	Example Task
1.3		
1.5	Key Performance Indicators 1-15	Review, discuss, and provide recommendations on institutional progress towards achieving its mission and goals to support continued improvement through the regular review of meaningfully disaggregated data.

Figure 1. Alignment of College Council to Accreditation Standards, 1.3 and 1.5, and KPIs with an example task.

### Academic Council

The Academic Council (AC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities related to instructional programs and the library. The AC provides leadership and is responsible for ACCJC Standard 2 (focusing on Standards 2.1, 2.2, 2.3, 2.5, and 2.6) while serving as a communication link to the rest of the college regarding strategic and operational matters associated with the Academic Council's assigned EMP objectives (see Figure 2). The AC works collaboratively with the Academic Senate to make recommendations to the College Council and the Vice President of Academic Affairs.

ACCJC Accreditation Standard	Goal/Objective	Example Task
2.2	(1) Access (2) Success	Review and evaluation of the design and delivery of academic programs across all modes of delivery that reflect relevant discipline and industry standards and support equitable attainment of learning outcomes and achievement of educational goals.

Figure 2 Alignment of Academic Council to Accreditation Standard 2.7 and Goals 1 and 2 with an example task.

### Institutional Effectiveness & Governance Council

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities related to mission, academic quality, institutional effectiveness, institutional integrity, leadership, and governance. The IEGC provides leadership and is responsible for ACCJC Standards 1 and 4 while communicating with the rest of the college regarding strategic and operational matters associated with the IEGC Council's assigned EMP objectives (see Figure 3). The IEGC makes recommendations to the College Council and the Vice President of Planning & Development.

ACCJC Accreditation Standard	Goal/Objective	Example Task
1.4 4.3	(6) Effectiveness, Planning and Governance	Review, evaluate, and provide recommendations on processes and procedures of institutional effectiveness (i.e., program review, assessment, institution-set standards, etc.) and governance structure and procedures (i.e., decision-making and participation).

Figure 3. Alignment of Institutional Effectiveness and Governance Council to Accreditation Standards 1.4 and 4.3, and Goal 6 with an example task.

### Resources Council

The Resources Council (RC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities related to human, physical, technological, and financial resources. The RC provides leadership and retains responsibility for ACCJC Standard 3 while communicating with the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives (see Figure 4). The RC makes recommendations to the College Council and the Vice President of Business Services.

ACCJC Accreditation Standard	Goal/Objective	Example Task
3.6	(7) Facilities (8) Resources	Review and provide recommendations on resource allocation and budget development practices, including the Budget Allocation Model (BAM) for the college/district and policies to guide fiscal management related to reserves.

Figure 4. Alignment of Resources Council to Accreditation Standard 3.6 and Goals 7 and 8 with an example task.



### Student Support Council

The Student Support Council (SSC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities throughout student support services. The SSC provides leadership and retains responsibility for ACCJC Standard 2 (focusing on Standards 2.4, 2.7, 2.8, and 2.9) while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives (see Figure 5). The SSC makes recommendations to the College Council and the Vice President of Student Services.

ACCJC Accreditation Standard	Goal/Objective	Example Task
2.8	(2) Success (3) Equity	Review, evaluate, and provide recommendations regarding continued improvements in effectively supporting students' unique educational journeys through comprehensive student support and engagement.

Figure 5. Alignment of Student Support Council to Accreditation Standard 2.8 and Goals 2 and 3 with an example task.

### 2024 Accrediting Commission for Community and Junior Colleges Standards

Norco College is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) and the Western Association of Schools and Colleges (WASC), a recognized agency by the Council for Higher Education Accreditation and the U.S. Department of Education.

Norco College accreditation details can be found online at [norcocolllege.edu](http://norcocolllege.edu) via the Accreditation link on the homepage footer.