



June 10, 2024

Norco College

Monica Green

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

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 tw

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.

Tenisha James	Planning and Development	Replacement	Vice President, Planning & Development

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.

\$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
- Undergound utility HVAC/flooring/plumbing upgrade