

# MEMO



**DATE:** June 12, 2026  
**TO:** Norco College  
**FROM:** Monica Green  
**RE:** 2025-2026 College President Memorandum

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The 2025–2026 academic year was a year of purposeful growth, innovation, and strategic investment at Norco College. Guided by our commitment to Student, Regional, and College Transformation, the college prioritized resources and initiatives that advanced student access, equity, success, workforce preparation, institutional effectiveness, and long-term sustainability. Through the implementation of our Strategic Enrollment Management Plan, launch of our Standard of Care work, expansion of educational partnerships, investment in personnel and professional development, enhancement of facilities and technology, and continued focus on closing equity gaps, the college remained steadfast in creating transformative opportunities for students and the communities we serve. The accomplishments highlighted in this memorandum reflect our collective efforts and demonstrate our ongoing commitment to using data-informed planning and resource allocation to advance the goals of the 2025–2030 Strategic Plan and support student success at every stage of the educational journey.

## COLLEGE TRANSFORMATION

### Strategic Planning

The Norco College [2025–2030 Strategic Plan and Governance Manual](#), Board-approved in Fall 2026, establishes a comprehensive framework for institutional transformation and continuous improvement. Guided by extensive campus engagement, data analysis, and alignment with the California Community Colleges Vision for Success, the plan advances eight interconnected goals focused on access, success, equity, professional learning, workforce alignment, institutional effectiveness, sustainable facilities, and resource development. Significant progress was made in strengthening the integration of planning, governance, resource allocation, and assessment processes to support evidence-based decision-making and accountability. The revised Governance Manual further enhances participatory governance by clarifying the roles and responsibilities of councils, committees, and constituent groups, ensuring transparent and inclusive decision-making.

Additionally, the college completed a comprehensive review of its mission, vision, and core commitments, reaffirming its commitment to equity, student-centeredness, collaboration, integrity, and continuous institutional growth as guiding principles for the next five years.

### Mission Statement

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 Statement

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

## Core Commitments

- **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.

## Prioritized Personnel Additions 2025-2026

Faculty: The following 15 approved faculty positions for FY 25-26 were new or replacement positions.

Name	Position, Discipline	Type	Start
Brendan Beirne	Assistant Professor, English	Replacement	08/19/25
Nidia Gonzalinajec	Assistant Professor, Mathematics	Replacement	08/19/25
Mary Isaac	Visiting Professor, Political Science	New/One-Year Temp.	08/19/25
Cody Jensen	Assistant Professor, Psychology	New	08/19/25
James Kuk	Assistant Professor, Kinesiology	Transfer/Replacement	08/19/25
Selena McKay-Davis	Assistant Professor, Administration of Justice	New	08/19/25
April Mejia	Assistant Professor, Anthropology	Replacement	08/19/25
Daniel Mickelsen	Assistant Professor, Physics	Replacement	08/19/25
Stacy Miklavcic	Assistant Professor, Mathematics	Replacement	08/19/25
Steven Moreno - Terrill	Assistant Professor, History	New	08/19/25
Ben Palispis	Assistant Professor, Music	New	08/19/25
Brittnee Quintanar	Assistant Professor, Counseling	Replacement	08/19/25
Kymerly Schluter	Visiting Professor, Business	Replacement/One-Year Temp.	08/19/25
Tiesha Stewart	Assistant Professor, Early Childhood Education	Replacement	08/19/25
Melanie Titterud	Assistant Professor, Counseling	New	08/19/25

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

Name	Department	Type	Title
Valerie Arce	Upward Bound	New Hire	Administrative Specialist
Nayely Cardenas Espinoza	Food Services NOR	New Hire	Food Service Specialist
Jacob Diaz	Office of Instruction	New Hire	Certified Athletic Trainer
Mayra Perez	Student Services Office (Nor)	New Hire	Administrative Specialist
Jennifer Briseno	Career & Technical Education	Promotion	Student Success Coordinator
Jonnathan Duenas	Business Services (Nor)	Promotion	Fiscal and Technical Analyst
Martha Ramirez	Office of Instruction	Promotion	Instructional Department Coordinator
Gabriela Mena	Facilities (Custodial)	Transfer	Custodian
Merisa Cote	Upward Bound	New Hire	Student Success Coordinator
Zeta Flores	Admissions & Records NOR	New Hire	Student Services Specialist
Katie Gallery	Food Services NOR	New Hire	Food Service Technician
Christine Kim	Educational Partnerships	New Hire	Educational Resource Advisor
Isabella Osorio	Financial Services NOR	New Hire	Financial Aid Specialist

Administration: The 2025-2026 year is also concluding with four additions to the management team.

Name	Department	Type	Title
Rachel Hoffman	Health Services	New Hire	Director, Health Services
Hayley Ashby	Institutional Effectiveness	Promotion	Dean, Institutional Effectiveness
Paula Barrera Partida	Career Education	Promotion	Director, Apprenticeship
Kiandra Johnson-Jimenez	Planning & Development Office	Promotion	Dean of College Equity, Inclusion and Engagement

## Professional Development

In support of Norco College's Strategic Goal of fostering a culture of continuous learning and professional excellence, the college made significant investments in professional development across all employee groups during 2025–2026. Collectively, these investments strengthened employee capacity, advanced equity-centered practices, and supported the college's commitment to student success and institutional transformation.

- Faculty
  - The Faculty Professional Development Committee (FPDC) allocated funds to support 15 faculty attending conferences in support of academic disciplines, online teaching, equity, and more.
  - Launch of the inaugural Norco Teaching Institute with 25 Faculty Members with representation from all schools.
- Classified Professional: 25 Classified Professions, representing all divisions of the College, completed the Institute for Evidence-Based Change (IEBC) Caring Campus professional development. Caring Campus coaching supports improving student retention and success through behavioral commitments.
- Management: Year-Long Equity Leadership Series for the Management Team designed to enhance equity-minded competencies to enhance individual practices and collective outcomes in support of our 2025-2028 Student Equity Plan.
- Campus-Wide: The campus community came together and participated in a one-day Spring 2026 Kick-Off and three-day Fall 2026 DEIA Equity Summit Series. The Equity Summit Series created space for deep and authentic community and connection through the theme of Storytelling.

## Retirements in 2025-2026

Thank you for your service and commitment to Norco College!

CLASSIFIED PROFESSIONALS	
Christina Fierro-Nishkian	Administrative Technician, Educational Partnerships

## STUDENT TRANSFORMATION

### Enrollment Update

For the 2025-2026 academic year, Norco College achieved 7,451 FTES which is 95.6% of our 7,795.47 target and an increase of about 2% over last year. The unduplicated headcount this academic year totaled 21,376 students, an increase of 3.7% over last year and the highest headcount to date. An enrollment highlight has been our Dual Enrollment program, which grew by nearly 71% this academic year, going from 376 FTES last year to 642 FTES this year. Looking ahead to next year, our FTES target calls for 5% growth, in alignment with the Riverside Community College District Strategic Plan.

## Strategic Enrollment Management (SEM)

This academic year marked Year Two for implementation of our SEM plan. The SEM workgroup continued to make progress towards the six SEM goals by updating and carrying out its Action Plan. Highlights of this work include expansion of the Promise Program to include all first-time full-time students who meet eligibility criteria, and workshops for parents on College Affordability and Financial Aid at the Corona Norco Unified School District College and Career Night. Regarding our Educational Partnerships, Norco College has already exceeded the 2030 goal of 10% college FTES from Dual Enrollment, and has grown to include 16 High School Partners, including two Alternative High Schools, seven School Districts, and one Juvenile Hall. A limited number of correspondence courses are planned at Ironwood State Prison in Fall 2026 as part of our Rising Scholars program. New and upcoming degree and certificate programs include Biomedical Electronic Equipment Repair, Pharmacy Tech, Physical Therapy Assistant, Control Systems, Entry-level and Advanced Automation certifications, Early Childhood Education Apprenticeship and an ADT in Elementary Teacher Education: Integrated Programs, and Administration of Justice: Modern Policing and Forensic Studies. Seven academic degree programs and four certificate programs are being fully converted to Zero Textbook Cost (ZTC) to decrease educational costs for students. Norco College was accepted into the 2026-2027 Leading from the Middle (LFM) Academy with a team comprised of members of the Course Materials Affordability Committee (CMAC) and one Classified Professional, to focus on institutionalizing ZTC. In support of student engagement, persistence and success, the Early Alert process is being reimagined, the Academic Counseling and Career Development Center has integrated Educational Resource Advisors, and there has been enhancements to support Transfer Center operations.

## Student Equity Plan Update

Norco College made significant progress during 2024–2025 in advancing its 2025–2028 Student Equity Plan under the leadership of Dr. Kiandra Jimenez, Dean of College Equity, Inclusion, and Engagement. Building upon extensive student voice and qualitative inquiry research, the college identified communication, onboarding, academic planning, and student belonging as key barriers to success and translated these findings into targeted action strategies aligned with the college’s Strategic Plan and Key Performance Indicators. Dr. Jimenez led the development, campus engagement, and implementation planning of the Student Equity Plan while also guiding the creation of a framework for the Trailblazers First-Year Experience (FYE), Second-Year Experience (SYE), and Extended Experience (EE) to support student success from entry through completion. Additionally, she strengthened collaboration across the college’s equity programs and co-led the HSI Servingness Taskforce with the aim of advancing culturally responsive practices and equitable outcomes. As implementation continues, Norco College remains committed to using student voice, disaggregated data, and cross-divisional collaboration to eliminate equity gaps and advance inclusive excellence for all students.

## Standard of Care Update

Norco College made significant progress during 2025–2026 in advancing the implementation of the Standard of Care, a district-wide initiative designed to transform counseling, advising, and tutoring services to better support student success. Through collaboration among faculty, classified professionals, administrators, and district partners, the college established a shared definition of the Standard of Care, clarified the roles and responsibilities of Counselors and Educational Resource Advisors, conducted faculty and student focus groups on tutoring services, and expanded outreach and marketing efforts to increase student awareness and utilization of academic support resources. The college also advanced planning efforts related to early alert and intervention strategies, with a particular focus on strengthening coordination between instructional and student services areas and increasing faculty engagement in student support efforts. These initiatives have laid the foundation for a more integrated, proactive, and student-centered approach to supporting students through the Standard of Care framework. As implementation continues, Norco College remains committed to expanding tutoring and academic support services, implementing early alert processes, increasing faculty engagement, and utilizing data-informed practices to improve student outcomes and advance student success.

## REGIONAL TRANSFORMATION

### Mapping Articulated Pathways (MAP) and Credit for Prior Learning (CPL)

Norco College awarded CPL to 125 students during the 2025-2026 academic year, averaging 5.5 units each and producing roughly \$1 million in combined tuition savings and preserved educational benefits. Of those students, 112 were military-connected or veterans, reflecting the strength of our Veterans Resource Center pipeline and the work being done by Eric Betancourt. Admissions & Records confirmed that every enrolled veteran now has a Joint Services Transcript uploaded in MAP. Since the launch of the MAP Initiative, Norco has awarded CPL to 734 students and generated an estimated \$10.3 million in student savings and preserved educational benefits. These outcomes continue to position Norco as a recognized leader in Credit for Prior Learning and a model frequently referenced by colleges throughout California. This year also brought an important policy change. Through districtwide collaboration, a revision of AP 2235 was approved through all three colleges and the District Academic Senate, removing the upfront 12-unit residency requirement. This will expand access to CPL at the onset of our students' college endeavors. Faculty created 370 new articulations within MAP, identified 82 Credit-by-Examination opportunities across approximately 150 CPL-eligible courses. Our Spanish faculty are working with our sister colleges to create a credit by exam for Spanish 1 and writing a new program certificate in Elementary Spanish to draw students to higher level Spanish courses after awarding CPL for the entry level course. The Communications discipline approved districtwide CPL by examination opportunities, including pathways for veterans, further expanding access to credit for students with demonstrated learning acquired outside the traditional classroom.

### Rising Scholars- California Rehabilitation Center (CRC)

With the announcement of the closure of the California Rehabilitation Center (CRC) last August, this was Norco College's last year offering associate degree programming at the facility. Despite the closure and reduced programming, we were able to celebrate 116 graduates from CRC this year—an outstanding accomplishment.

### Rising Scholars Juvenile Justice

The Rising Scholars Juvenile Justice program at Norco College expanded to Southwest Juvenile Hall, Orange Grove High School, and Lee V. Pollard High School this year. Students at these sites were able to take college courses online and on site while receiving educational resources and services to help them get started on their college journey.

### Rising Scholars On Campus

The new Rising Scholars Center opened in August 2025 in the Center for Student Success (CSS). This center provides services for formerly incarcerated and justice-impacted students on our campus.

### Apprenticeship

Norco College continues to expand its impact through apprenticeship, strengthening workforce development across the Inland Empire. During the 2025–26 academic year, the College served more than 1,100 registered apprentices through its partnerships with Western States Carpenters and the International Brotherhood of Electrical Workers (IBEW). The College also celebrated the completion of apprentices in its Manufacturing Technology pathways, including CNC Operator, CNC Programmer, and Industrial Automation. This year, Norco College hosted regional manufacturing employers in its new manufacturing facilities for industry advisory meetings and workforce engagement events, while facilitating employer tours and connections for students. Additionally, the College soft-launched its Early Childhood Education Apprenticeship Program and is actively building employer partnerships in preparation for a full program launch in Fall 2026, further expanding earn-and-learn opportunities that support students, employers, and the region's workforce needs.

## 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. This year, Norco College served over 3,800 high school students through a dual enrollment program, increasing student headcount by almost 50% from last 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. Over 65% of the 2026 graduating class from JFK earned at least one associate degree from Norco College this year.

## New Programs

During 2025-2026 academic year, college faculty developed and revised 20 programs through the curriculum process. There were 44 new courses added to Norco College’s curriculum inventory, eight courses deleted, and 368 course modifications made.

Proposal	Academic Program	Credential
New	Agriculture Plant Science	Associate Degree for Transfer
New	Biomedical Electronic Equipment Repair	Certificate
New	Control Systems Specialist	Certificate
New	Global Studies	Certificate
Program Discontinued	Game Art: Character Modeling	Associate Degree and Certificate
Program Discontinued	Game Art: Environments and Vehicles	Associate Degree
Modified	Architectural Graphics	Associate Degree and Certificate
Modified	Biology 2.0	Associate Degree for Transfer
Modified	Business Administration: Accounting Concentration	Associate Degree and Certificate
Modified	Chemistry	Associate Degree for Transfer
Modified	Digital Electronics	Associate Degree and Certificate
Modified	English	Associate Degree for Transfer
Modified	Essential Revit	Certificate
Modified	Mathematics	Associate Degree for Transfer
Modified	Mathematics 2.0	Associate Degree for Transfer
Modified	Noncredit Essential 3D Tour	Non-Credit Certificate
Modified	Noncredit Essential Revit	Non-Credit Certificate
Modified	Physics	Associate Degree for Transfer
Modified	Physics 2.0	Associate Degree for Transfer
Modified	Social Justice Studies	Associate Degree for Transfer

One new program is pending State approval and will be added to the 2025-2026 Catalog addendum:

Proposal	Academic Program	Credential	Status
New	Elementary Teacher Education: Integrated Programs	Associate Degree for Transfer	Pending State Approval

## Focus on Safety and Emergency Preparedness in 2025-2026

Norco College continued its commitment to maintaining a safe and prepared campus environment through emergency preparedness activities, safety training, and college-wide outreach efforts during 2025-26. The College conducted emergency evacuation, earthquake drills, along with lockdown testing while continuing to strengthen emergency planning, communication, and response capabilities through practice training.

The College expanded safety awareness and preparedness opportunities through the annual Health, Wellness and Safety Fair, First Aid/CPR/AED training, STOP THE BLEED training, and emergency preparedness education for employees during faculty flex and other targeted training events. Efforts also focused on strengthening the Building and Floor Captain Program to support emergency response and improve communication during campus incidents.

Throughout the year, the College continued to promote a culture of safety through open safety meetings, employee engagement opportunities, hazard reporting, workplace inspections, and ongoing collaboration with campus departments to identify and address safety concerns. These efforts support a proactive approach to risk reduction and emergency preparedness while helping ensure a safe learning and working environment for the entire college community.

## Instructional Equipment, Supply and Capital Investments in 2025-2026

The 2025-26 State budget did not provide instructional equipment funding. As a result, restricted Lottery funds were used to purchase 23 faculty laptops/computers, 3 tablets to support student instruction for a total of \$96,902.00 invested into instructional equipment from the college general fund, and a total of \$263,920 in instructional supplies.

A total of \$1,317,850 was allocated in restricted Lottery funding in FY 2025/26 with total instructional expenses of \$840,849.77, leaving an estimated balance of \$477,000 to be carried over to FY 2026/27. This will help to fund instructional technology needs and supply needs in the 2026-27 fiscal year ahead.

General funds and College “one-time” funds were used to support college technology upgrades. Instructional audio/video system upgrades were funded for ATEC 114, ATEC 204, ATEC 205, ATEC 209, WEQ 6a, STEM 302 as well as ST 207.

Also, the College located \$4,735,666.00 for the Center for Human Performance & Kinesiology secondary effects project, which included relocating the CACT building to STEM, demolition of CACT building, remodeling of STEM 100 and rental of temporary faculty offices in the Norco Business Park.

Norco College total revenue for Federal, State and Local grants and categorical programs for FY 25/26 was \$28,786,864.00, representing 29.30% of total Norco College revenue.

## Facility Improvements

During the 2025-2026 academic year, Business Services continued advancing major capital improvements, infrastructure modernization efforts, and student-centered renovations in support of Norco College’s strategic goals and long-term campus transformation initiatives. Key projects and milestones included:

- Groundbreaking of the new Center for Human Performance and Kinesiology (CHP+K) building.
- Renovation of STEM 100 to support the relocation and expansion of the Computer Lab and Fabrication Lab formerly housed within the demolished CACT building.
- Completion of the Mustang Statue project.

- Conversion of former Art Gallery storage space into faculty and office space to better support operational and instructional needs.
- Solar, Electric Vehicle (EV), and Battery Energy Storage System (BESS) infrastructure officially brought online in support of the college's sustainability and energy resiliency goals.
- Renovation of the Rising Scholars office space within CSS 216 to support expanded student services and programming.
- Amphitheater landscape and irrigation upgrades focused on campus aesthetics, sustainability, and operational efficiency.
- Continued progress on the F2 Chiller Upgrade project to improve campus cooling capacity and infrastructure reliability.
- Installation of Operations Center EV charging stations to support fleet electrification and sustainable transportation initiatives.
- Elevator controller upgrades to improve reliability, safety, and long-term operational functionality across campus facilities.
- Continued development and preparation of design and construction drawings for the Library Learning Resource Center (LLRC) project.

These projects reflect the college's continued commitment to enhancing the campus environment, supporting student success, modernizing aging infrastructure, and advancing sustainable and innovative facility solutions for the Norco College community.