



**Student Support Council
Minutes for April 24, 2025**

12:50 PM-1:50 PM

In-Person Location: Industrial Technology Building (IT), Room 122
[ZOOM](#) | Meeting ID: 892 9018 3964 Passcode: 148382

Committee Members | In-Person

Natalie Aceves (co-chair), Nikki Capps, , Sonia Gonzalez, Caroline Hutchings, Cheryl Kumar (ASNC), Elizabeth Lopez, Ethan Lumahan (ASNC), David Schlanger, Sheree Summers, Kaneesha Tarrant (co-chair)

Committee Members | via Zoom

Samantha Cannon, Vivian Harris (co-chair), Amy Kramer, Jethro Midgett

Committee Members | Not Present

Steven Gonzalez, Damon Nance

Guests: Ariel Davis

Recorder: Cecilia Ramirez

Quorum: 50% + 1 of actual attendees (voting members: in-person & virtual, 3-person minimum)

Subject to Brown Act: No

1. Call to Order

- 12:53 PM

2. Action Items

2.1 Approval of Agenda

2.1a MSC: Gonzalez, Kumar

2.1b Approved by: Consensus

2.2 Approval of Meeting Minutes from [March 27, 2025](#)

2.2a MSC: Harris, Lopez

2.2b Approved by: Consensus

2.3 First read of [Review of Mission, Vision and Core Commitments](#)

2.3a Review the task of the group, positive feedback received on the NORCO acronym.

2.3b SSC members are asked to review MVCC and provide feedback before the next council meeting

2.4 First read of the [2025-2028 Student Equity Plan Draft](#)

The last equity plan was focused on what the students were telling us, future plan To include two focal points Student education plan and alignment with Vision 2030. Key performance indicators discussed in a cleaner metrics, enrollment, transfer level math/English completion, degree/certificate attainment and transfer rates amongst the Hispanic/Latinx and Black/African American students. Recommendation to provide more information on Perkins

2.5 First read of the [2025-2030 Strategic Plan and Governance Manual](#)

Feedback obtained for Spring 2025, grammatical corrections, clarity, DE and course planning. Updated progress chart. Working on creating a more fluid approach for future revisions. Action item in the near future.

3. Discussion Items

3.1 [Fraud Policy Draft](#) | Dean Gonzalez

Dean, Enrollment Services reviewed the working document on how to address the increase of fraud through the state in community colleges. LightLeapAI was recently contracted to assist the district with addressing the influx of bots/fraudulent activity. The document outlines the proposed AP for the Admissions offices throughout the district. The district is losing funding and Dean Gonzalez effort is to protect Admissions by creating this policy. Following Title V policy to drop.

Recommendation to present this to Academic Senate to add this policy to the syllabus shell.

3.2 [Strategic Space Planning for a Growing Campus](#)

This is to address 2025-2026 changes in employees' services and with no new building. Minimal disturbance to our students. OC-102 will be used as a swing space for telework. Also discussed the monetary implication of all these offices. Everyone is welcome to attend, and Open Dialogue sessions sent out by Dr. Green's office to provide feedback on these space relocations.

3.3 [Survey of Effectiveness](#)

3.3.a. 6 participants submitted the SOE

Recommendation to schedule some time during the SSC meeting to get the collective group to respond.

4. Information Items

4.1 [College Corps – Recruiting for Cohort 4](#) | Dr. Ariel Davis

4.1a Dr. Davis focused her presentation on slide 5, which outlines the criteria for students who are interested in applying for Cohort 4. For students receiving accommodations, full-time status may vary. Low/moderate income is determined if the student is eligible for PELL.

4.2 Priority Registration Workgroup Update | Sonia Gonzalez

4.2a Item tabled due to time constraints

4.3 Standard of Care Update | Dr. Kaneesha Tarrant

4.3a Item tabled due to time constraints

4.4 Open House | Natalie Aceves

4.4a Item tabled due to time constraints

5. Good of the Order

6. Adjournment

- Time Extended to 1:55 PM: Motion: Harris Second: Kramer
- 1:56 PM

Next Meeting: 5/22



**Student Support Council
Minutes for February 27, 2025**

12:50 PM-1:50 PM

In-Person Location: Industrial Technology Building (IT), Room 122
[ZOOM](#) | Meeting ID: 892 9018 3964 Passcode: 148382

Committee Members (total:15)

Meeting Participants

Committee Members Present | In-Person

Natalie Aceves (co-chair), Samantha Cannon, Sonia Gonzalez, Steven Gonzalez, Lisa Hernandez, Caroline Hutchings, Amy Kramer, Cheryl Kumar(ASNC), Ethan Lumahan (ASNC), Elizabeth Lopez, Jethro Midgett, Damon Nance, David Schlanger, Sheree Summers, Kaneesha Tarrant (co-chair).

Committee Members Present | via Zoom

Vivian Harris (co-chair)

Committee Members Present | Not Present

Lisa Hernandez

Guests:

Brittany Quintanar

Recorder

Cecilia Ramirez

1. Call to Order

- Time: 12:52 PM

2. Action Items

2.1 Approval of Agenda

- MSC
- Approved by consensus

2.2 Approval of Meeting Minutes from [November 21, 2024](#)

- MSC
- Approved by consensus

3. Discussion Items

3.1 Divisional Reorganization Update | [25SPR Reorg Presentation](#)

- **Lead by Dr. Tarrant:**

Guided by the Strategic Enrollment Management plan and preparing our students for career development. Growing from 4 to 8 Schools, infusing equity throughout the college.

The college's divisional reorganization plan for 2024-2025 is presented, focusing on streamlining resources and enhancing collaboration to improve student access, success, and equity. The plan includes shifting several departments and programs between divisions, such as moving the Dean of Special Funded Programs to Planning and Development and the Dean of Technology and Learning Resources to Student Services. Some program shifts are on hold pending further developments, like the MESA program and TRIO grants. The reorganization aims to align services with the college's mission and strategic enrollment management plan, with full implementation scheduled for July 2025. Programs shifted to date: Athletics to Dean of Instruction, Dean of Technology and Learning Resources to VP, Student Services.

3.2 Standard of Care Partnership Resource Team – [2025 Spring Flex Presentation](#)

- **Lead by Dr. Tarrant**

Standard of Care – Page 20

Implementation of a new standard of care model for counseling services, educational advisors, and tutors across the district's colleges. The model aims to provide consistent support to students, regardless of which college they attend. The team acknowledged challenges in implementing this model, such as lack of a case management system and physical spaces for engagement centers. A Partnership Resource Team (PRT) was invited to help develop an implementation plan. The PRT will also assist in branding the new model and exploring technology for case management. The standard of care is intended to permeate the entire college experience, from onboarding to graduation, and is not limited to specific services or programs. The team also discussed the need to integrate this model with existing special funded programs.

The goal is to create a model based on FTE's with a team comprised of Counselor (1), Ed Advisor (2), Tutors (10) per 500 students.

The PRT's first visit is scheduled for 2/28/2025, second visit is 04/10/2025 and the last visit in Fall 2025.

Invitations have been sent out, but the college community is invited to attend all open attendance sessions

3.3 Priority Registration Workgroup | [Policy](#) and [Administrative Policy \(AP\) 3055](#) [\[A\]](#)

- **Lead by Dean Gonzalez**

Discussion of the priority registration work group at the institution. The group's purpose is to review new or proposed priority registration groups. The current policy was last updated in 2015, and there were discussions about updating it. The committee was also discussing the process of flagging students who become parents, after they apply and how this is reported. The form is located under the Basic Needs and Wellness site, [Student Parent Support Center](#). There were questions about the composition and future of the work group, with suggestions that it might need to be a standing committee for continuous review.

Key takeaways are Group 1 is determined by the state, group 2 and 3 are at the college level

For group 2 and 3, are determined at the college-level and will be recreated as most members are no longer with the college.

2025-2026 admissions timeline was created, and registration is scheduled to being May 6, 2025, for Summer/Fall.

Priority Registration must be used only during the week of PR, with the exception of some students receiving disability services.

Recommendation to convene the workgroup to update the existing NC PR policy, also include a review of the timeline.

3.4 Mitigating Fraud at Norco College

- **Lead by Sonia Gonzalez**

Dean Gonzalez addressed the ongoing issue of fraud at Norco College-RCCD and other California community colleges. The colleges are dealing with admissions, enrollment, and financial aid fraud, with a new pattern of "bots" or bad actors taking seats in online and in-person classes.

The district is implementing measures to combat fraud, including using artificial intelligence to block false applications and requiring additional forms of identification from students. CCCApply has also implemented ID.Me to minimize the fraudulent activity. Students under the age of 18 applying are bypassed from this additional verification step.

Faculty are encouraged to be more diligent in checking student participation and to drop inactive or no-show students during the census window. If the student does return to the class, faculty may send an email admissions@norcocollege.edu, to reinstate the student.

Lastly, the Dean of Enrollment Services is working closely with the Deans of Instruction to identify fraud in late-start classes.

4. Information Items

4.1 Student debt

- **Lead by Dr. Tarrant**

Shared with the council the significant student debt problem, with Norco College carrying nearly \$1.5 million in student debt for spring 2025. The college is considering strategies to mitigate this issue while balancing accessibility for students.

Current semesters outstanding balance:				
Row Labels	24SUM	24FAL	25WIN	25SPR
MOV	\$ 119,690	\$ 500,740	\$ 192,034	\$ 1,103,729
NOR	\$ 144,114	\$ 624,874	\$ 246,438	\$ 1,496,004
RIV	\$ 385,909	\$ 1,551,302	\$ 592,813	\$ 4,010,616
Grand Total	\$ 649,714	\$ 2,676,915	\$ 1,031,285	\$ 6,610,349

Letter will be set out to students with past term unpaid balances, if dept is not paid the information will be sent forward to [COTOP](#).

Current threshold is \$500, students with a balance over this amount are no longer eligible to register until balance is paid down.

More information to come addressing this issue/concern.

5. Good of the Order

- Students eligible for CCPG are being charged the full cost of parking, Dean Gonzalez is working with Parking Services to determine the issue.
- Club Rush 3/5 and 3/6

6. Adjournment

Time: 1: 50 PM

Next Meeting:

March 27, 2025

Time: 12:50 PM-1:50 PM

Location: IT-122

Spring 2025 Meeting Dates: ~~February 27~~, March 27, April 24, May 22

MISSION, VISION, AND CORE COMMITMENTS REVIEW



NORCO
COLLEGE

Office of Planning & Development

MVCC Survey Questions

Visionary:

- In a sentence or two, please describe why Norco College exists?
- Explain in one to two sentences what will be unique about Norco College in 2030 and set us apart from other colleges.
- What five words would you use to describe the collective [or fundamental] values or beliefs that will help the College achieve it's goals in the future.
- What five words best describe our College's main priorities for achieving our purpose and future goals?

Reflective Question:

- In one or two sentences, describe how the current Mission Statement inspires our work at the College.
- In one or two sentences, explain how the current Vision Statement describes a compelling future state for the College.
- Explain in one to two sentences how the Core Commitments have guided our work at the College.



MVCC Survey Participants

For every survey question, there were 27–35 unduplicated responses.

Participants

- Faculty: 46 (53%)
- Classified Professionals: 27 (31%)
- Management: 10 (12%)
- ASNC Students: 3 (3%)

86 Unduplicated Participants

Distribution Details:

- Method: Email with SurveyMonkey link
- Audience: NOR-ALL
- Initial Email Sent: April 1, 2025
- Reminder Sent: April 8, 2025
- Survey Closed: April 11, 2025



Thematic Analysis

Thematic analysis of the survey results for the mission, vision, and core commitments statements included the following process:

1 Identified recurring sentiments or themes

Noted points of emphasis

2

3 Pinpointed notable divergences



MVCC Framework

Future College Fieldbook by Daniel Seymour

Vision reflects structural tension,
emotional contagion, and
differentiation

Mission is purpose-centered,
emotionally connected, and
usable

Core Commitments align with the concept of
"Lift", reflect authenticity, support
interconnectedness, call for emotional positivity,
build momentum, and ensure ongoing
improvement



Norco College MVCC Survey Feedback

Drafted each statement using the following criteria:



Centered on
students and
action



Common
Language



Inclusive



Concise



Memorable



ACCJC Standard 1.1

The institution has established a clearly defined mission that appropriately reflects its character, values, structure, and unique student demographics. The institution's mission articulates its commitment to ensuring equitable educational opportunities and outcomes for all students.

Review Criteria:

- The institution's mission appropriately reflects the community and students it serves.
- The institution's mission appropriately reflects the nature and structure of the institution (public, private, non-profit, corporate, etc.).
- The institution's commitment to equitable educational outcomes is informed by an understanding of the characteristics and needs of its students.
- The institution's mission demonstrates alignment with ACCJC's Policy on Social Justice.



Draft *Mission Statement*

Norco College is an open access college that supports every learner—no matter their path. We help diverse students grow, succeed, and change their lives through education.



Draft Vision Statement

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



Draft Core Commitments

N-O-R-C-O

1. **Nurture Students First:** We center student success in every decision and action.
2. **Open Doors to Equity:** We remove barriers and expand access for all.
3. **Rise Together:** We collaborate across campus and community to lift each other up.
4. **Commit to Integrity:** We follow through, own our impact, and build trust.
5. **Own Our Growth:** We learn, adapt, and lead with creativity and purpose.



Next Steps

Spring 2025 Timeline

First Readings:

- April 21, 2025 – Academic Senate
- April 24, 2025 – Leadership Councils
- May 8, 2025 – College Council
- May 9, 2025 (Tentative) – Associated Students of Norco College

All-Governance Votes:

- May 12, 2025 – Academic Senate
- May 16, 2025 (Tentative) – Associated Students of Norco College
- May 22, 2025 – Leadership Councils

Electronic Vote:

- May 23 – May 30, 2025 – College Council

District-Level Approval:

- May 16, 2025 – DSPC
- June 2, 2025 – Chancellor's Cabinet
- June 17, 2025 – Board of Trustees



2025-2028 Student Equity Plan

Leveraging Student Voice to Address Systemic
Equity Barriers

Student Equity Plan Overview & Components

The 2025-2028 Student Equity Plan template requires colleges to deploy the following strategies to close equity gaps:

1. Leverage student voice to advance institutional equity goals
2. Include strategies that are race-conscious
3. Develop an evaluation plan supporting continuous improvement

The SEP Template includes the following required components:

- 2022-2025 Plan Reflection
- Executive Summary
- Disproportionate Impacted Students by Metric
- Intensive Focus
- Student Education Plans
- Vision 2030 Equity Alignment & Coordination
- Due November 30, 2025

Student Equity & Achievement (SEA) Metrics



Successful Enrollment

Percentage of first-time in college students who applied and enrolled in the same year*

...



Transfer Math & English

Percentage of first-time in college students who completed transfer-level math and English in first year*

...



Persisted from Term to Term

Percentage of first-time in college students who enrolled in the subsequent semester*

...



Vision Goal Completion

Percentage of first-time in college students who completed a degree or certificate in three years*

...



Transferred to a 4-Year

Percentage of first-time in college students who transferred to a four-year institution in three years**

...

**first-time in college students who were credit enrolled and not special admit*

***first-time in college students who were credit enrolled and not special admit who earned 12+ units any time in three years and exited CCC*

Student Equity Plan: KPI Progress

Educational Master Plan Key Performance Indicators						
Metric	Student Group	2020-21 Gap	2021-22 Gap	2022-23 Gap	2023-24 Gap	Trend
Transfer Level English and Math Completion Reduce The Equity Gap in Transfer English and Math Completion by 40%	Black/AA	3.5%	1.4%	2.1%	1.7%	Reduced Gap
	Hispanic/Latinx	0.3%	16.1%	6.1%	0.0%	Gap Eliminated
Degree Attainment Reduce The Equity Gap in Degree Attainment by 40%	Black/AA	0.3%	0.6%	3.5%	2.1%	Gap Increased
	Hispanic/Latinx	0.0%	0.0%	2.8%	5.6%	Gap Increased
Certificate Attainment Reduce The Equity Gap in Certificate Attainment by 40%	Black/AA	2.6%	2.1%	5.7%	0.0%	Gap Eliminated
	Hispanic/Latinx	0.0%	2.2%	0.0%	2.9%	Gap Increased
Transfer Reduce The Equity Gap in Transfer by 40%	Black/AA	0.0%	3.0%	1.5%	3.0%	Gap Increased
	Hispanic/Latinx	8.7%	6.6%	11.7%	8.3%	Little Change

DI Populations by SEA Metrics

Primary Subgroup: Race/Ethnicity

Primary Subgroup	#1 Successful Enrollment (9)	#2 Compl Eng/Mat (11)	#3 Persist (10)	#4 Vision Compl (8)	#5 Transfer (7)
American Indian/Alaska Native	2	<u>5</u>	1	3	<u>3</u>
Asian	1	0	0	0	1
Black/AA	7	3	4	0	0
Filipino	0	0	0	0	0
Hispanic/Latinx	0	6	<u>1</u>	2	6
Multiple Values Reported	1		0	0	
Pacific Islander or Hawaiian Native	3	2	0	2	4
Two or More Races	0	<u>3</u>	2	2	0
Unknown/Non-Respondent	8	<u>5</u>	1	4	1
White	<u>5</u>	0	0	0	0

*Limited years available due to new data element
 Bold & Underline = DI in the most recent year
 Highlighted = group with most years of DI

DI Populations by SEA Metrics

Primary Subgroup: Special Population

Primary Subgroup	#1 Successful Enrollment (9)	#2 Compl Eng/Mat (11)	#3 Persist (10)	#4 Vision Compl (8)	#5 Transfer (7)
Female	<u>3</u>	1	1	0	0
Male	0	2	2	5	<u>3</u>
Multiple Values Reported	1				
Non-Binary*	0	3	0	1	
Unknown/Non-Respondent	6	0	0	2	0
First Generation	-	9	6	3	5
DSPS	-	2	0	0	<u>1</u>
Foster Youth	-	<u>4</u>	<u>2</u>	<u>4</u>	0
Veteran	-	2	0	0	0
LGBT*	-	2	3	3	0
Perkins	-	1	0	0	<u>2</u>

*Limited years available due to new data element
 Bold & Underline = DI in the most recent year
 Highlighted = group with most years of DI

SEP DI Intensive Focus

- ▶ Primary groups showing disproportionate impact the greatest number of years

Group	Metric Number	Metric Description	Students to fully close gap (most recent year available)
Black/African American Students 6% of FTCS 4% of First Gen students	1	Successful Enrollment	28/405
	3	Persistence	9/95
Hispanic/Latinx Students 62% of FTCS 72% of First Gen Students	2	Compl Transfer Eng/Mat	86/1073
	4	Vision Completion	18/1519
	5	Transfer	47/523



No longer the most DI group longitudinally

2022-2025 SEP Inquiry Findings

Student identified the following root causes of equity gaps in the qualitative research inquiry study:



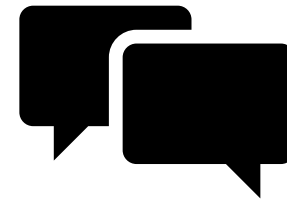
Access to Resources and Support Services



Financial Barriers



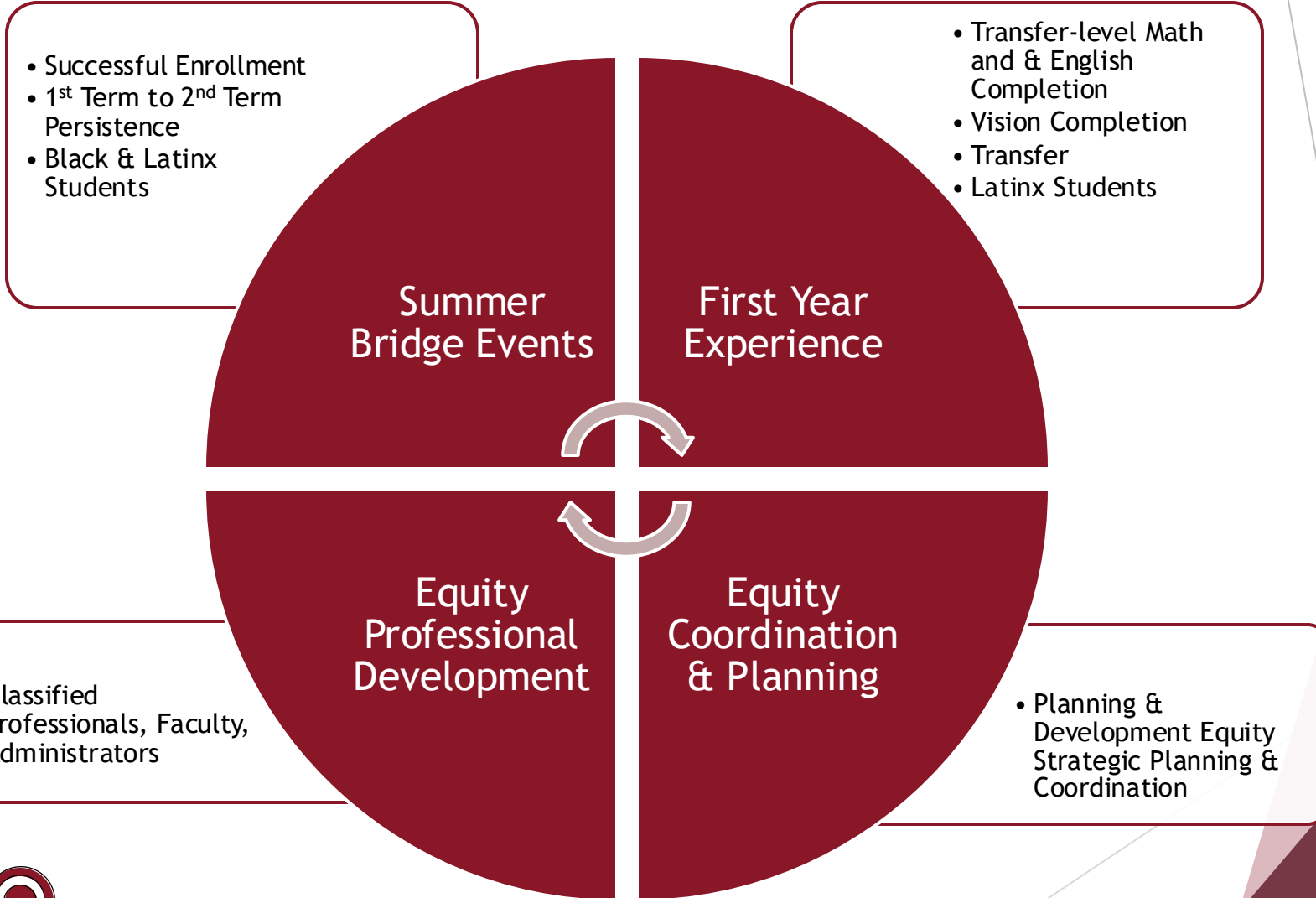
Cultural Barriers and Sense of Belonging



COMMUNICATION & EMPATHY



2025-2028 SEP Action Plan



Timeline

First Readings:

- Thursday, April 24, 2025 – All Leadership Councils
- Monday, May 5, 2025 – Academic Senate
- Thursday, May 8, 2025 – College Council

All-Governance Votes:

- Monday, May 12, 2025 – Academic Senate
- Thursday, May 22, 2025 – All Leadership Councils
- Thursday, September 4, 2025 – College Council

District-Level Approval:

- Friday, September 19, 2025 – District Strategic Planning Council
- Monday, October 13, 2025 – Chancellor’s Cabinet
- Monday, November 3, 2025 – Board of Trustees

November 30, 2025 – Submission



2025-2030 Strategic Plan and Governance Manual

Spring 2025 Feedback Overview

1. Grammar including labels and captions for tables and charts
2. Clarity and consistency in language
3. Reorganization of the governance manual
4. Updated metrics
 - a. Distance Education
 - b. Career Pathways alignment to Student Services
5. Missing executive summary in Part 4
6. Clarity in instructions for procedures in alignment with new ACCJC standards
7. Add course modality and DE in planning context
8. Constituency language still missing ... received Senate and ASNC
9. Updated progress chart with KPI language added back in
10. Elimination of redundancies

Spring 2025 Timeline

- ASNC Presentation 03/28/25
- Mission, Vision, Core Commitment (MVCC) Survey 04/01/25 - 04/18/25
- College Council 1st Read 04/10/25
- Leadership Council 1st Read with MVCC 04/24/25
- Academic Senate 1st Read with MVCC 05/05/25
- College Council MVCC 05/08/25
- Academic Senate Vote 05/12/25
- Leadership Council Vote 05/22/25
- College Council Electronic Vote with Senate/Council Recommendations (05/23/25-05/30/25)

Fraudulent Enrollment Drop Policy

Purpose

This policy establishes procedures for identifying and administratively dropping students who engage in non-authentic enrollment at RCCD, in compliance with Title 5, California Education Code, and district policies.

Policy Statement

Students who misrepresent their identity, falsify enrollment information, or fail to participate in coursework for the purpose of financial aid fraud or other deceptive activities may be administratively dropped from classes.

Criteria for Fraudulent Enrollment Drops

A student may be dropped prior if they:

- 1) never attended or participated in an in-person class.
- 2) did not engage in substantive coursework in an online class.
- 3) used falsified, stolen, or misleading personal information during enrollment.
- 4) attempted to enroll in multiple courses across institutions with no intention of academic engagement.
- 5) were identified as part of a known fraud pattern (e.g., flagged by Admissions & Records, Financial Aid, Information Technology, or Faculty).

Process for Identifying and Dropping Fraudulent Students

- 1) IT: Systems are checking for parameters and noting students accordingly.
- 2) Admissions & Records Review: Designated staff verify cases using enrollment patterns, participation records, and flagged reports.
- 3) Faculty: Instructors report students who show/no engagement by course census date.
- 4) Administrative Drop Decision: If fraud is confirmed, the student is dropped and a hold placed to prevent financial aid disbursement.
- 5) Student Notification: The college sends an email notification to the student explaining the reason for the drop (see template below).

Fraudulent Enrollment Drop Notification Template

Subject: Notification of Administrative Drop from [Course Name]

Dear Student,

We have reviewed your enrollment in [course prefix/section] for [Term] and determined that you have been administratively dropped.

Per Title 5, Section 58004, and RCCD policies, students who do not attend, participate, or engage in coursework before census are subject to removal from the class roster.

Our review found that:

- There is no record of your participation or engagement.
- Your enrollment appears inconsistent with genuine academic intent.
- You have been flagged for potential misuse of enrollment based on institutional monitoring.

As a result, you have been dropped from this course, and any associated financial aid disbursement for this course has been rescinded.

If you believe this decision was made in error, please contact your home college immediately. If you have any questions, please contact [College Admissions & Records Office] at [Phone Number].

Sincerely,

[College Name]
Admissions and Records

NC

Strategic Space Planning for a Growing Campus

DRAFT



NC



Principles

- Compliance with Collective Bargaining Agreement
- Compliance with grant agreements
- Prioritize minimizing impact to student and academic support services
- Repurpose/maximize existing space, including Stokoe

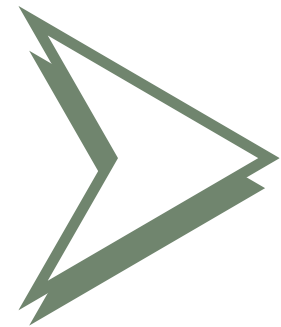
Assumptions

- Provide private office space to accommodate 20 faculty recruitments for the fall 2025
- Increase the use of telework where appropriate
- No added square footage until 2027
- Maintain college facilities cap load efficiency to be competitive for state-funded projects ✨

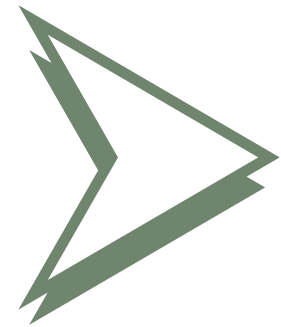


Challenges

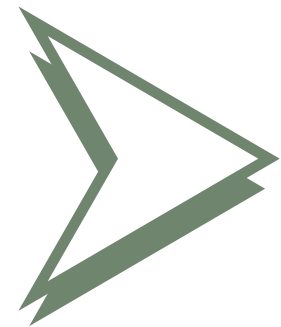
NC



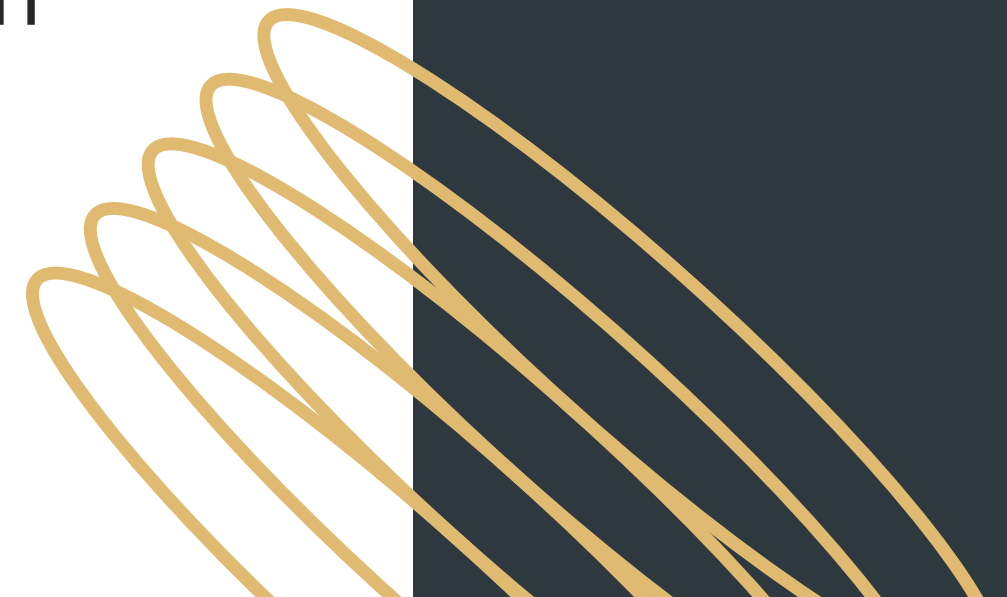
Added 54 faculty members over the past 10 years, with only the VRC and Stokoe serving to offset the space deficit.



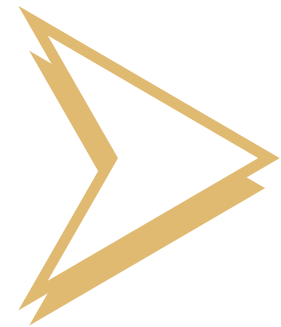
Identify swing space implications due to CACT demolition and STEM renovation.



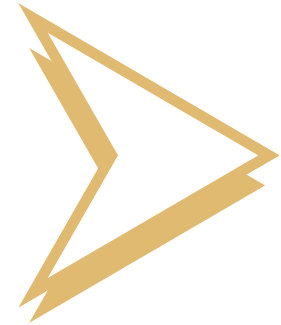
Increased demand for counseling space for mental health services and equity programs.



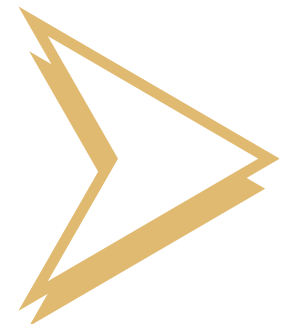
Challenges



Loss of dedicated Mental Health Counseling & Equity Counseling Space (unresolved).



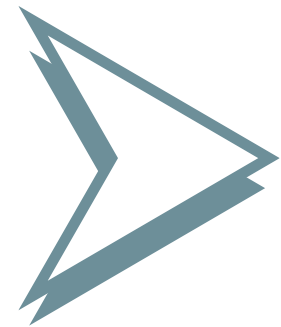
The rededication of space to build out new offices (Art Gallery, ATEC 219).



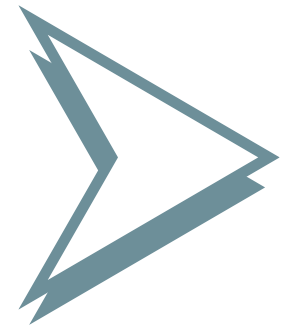
Reduction in already limited conference room space (OC-102, IT-201 repurposed).



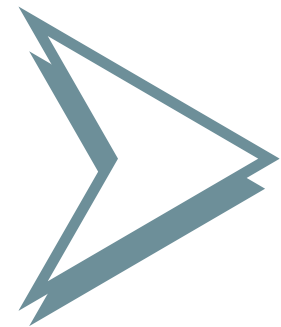
Challenges



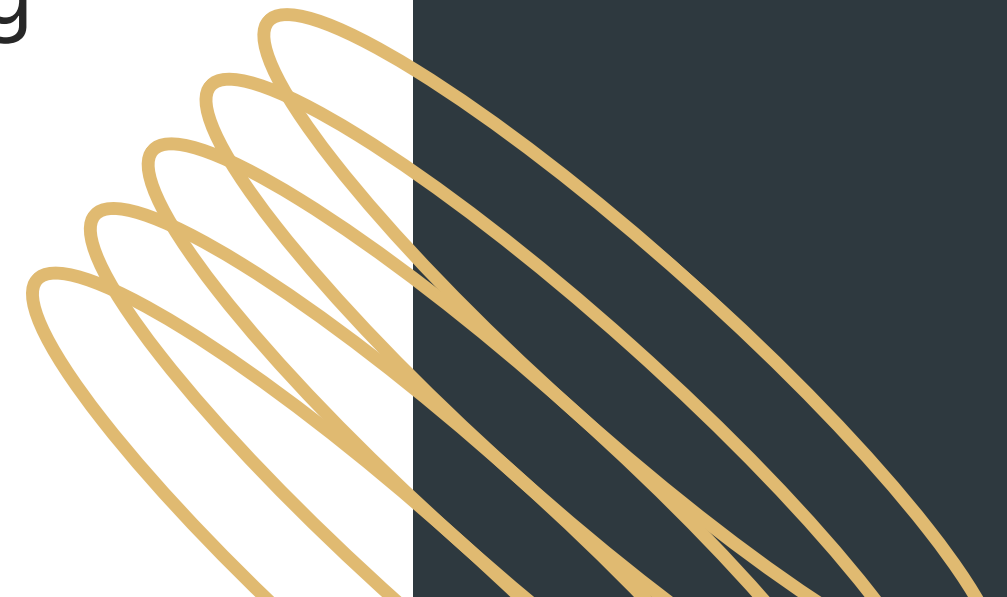
Identifying and coordinating flexible on-site space for teleworking employees.



Disruption in Student Services to reduction and reallocation of services and programs.



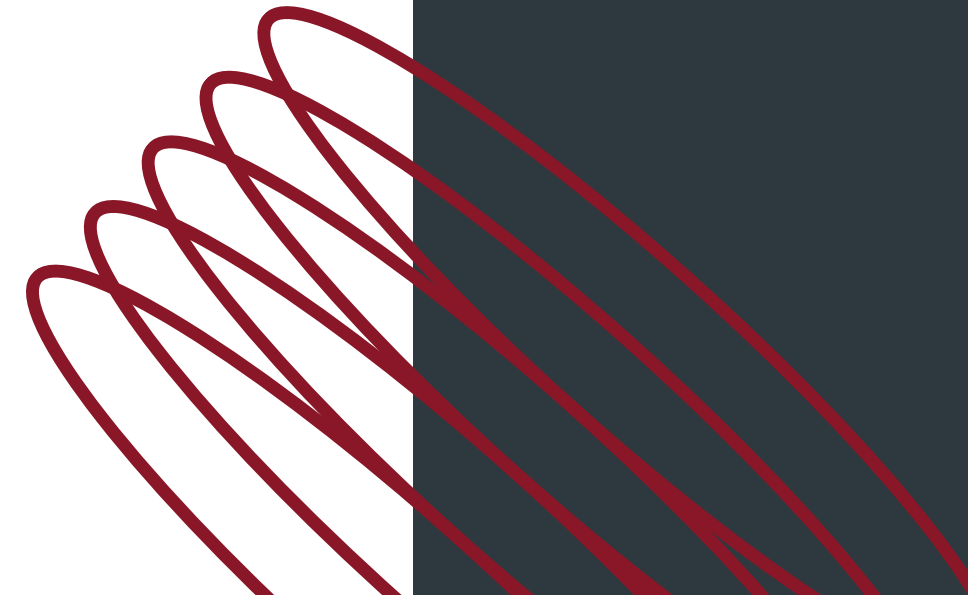
Budget implications of building out new office & outfitting them appropriately.



Space Highlights

NC

- Welcoming new FT Faculty with offices in 25FAL
- Increase square footage of Unity Zone
- Provide space for Rising Scholars
- Operationalize Stokoe
- DRC testing room established
- Brought on new programs:
 - College Corps
 - Title V Grant
- Building state-of-the-art manufacturing



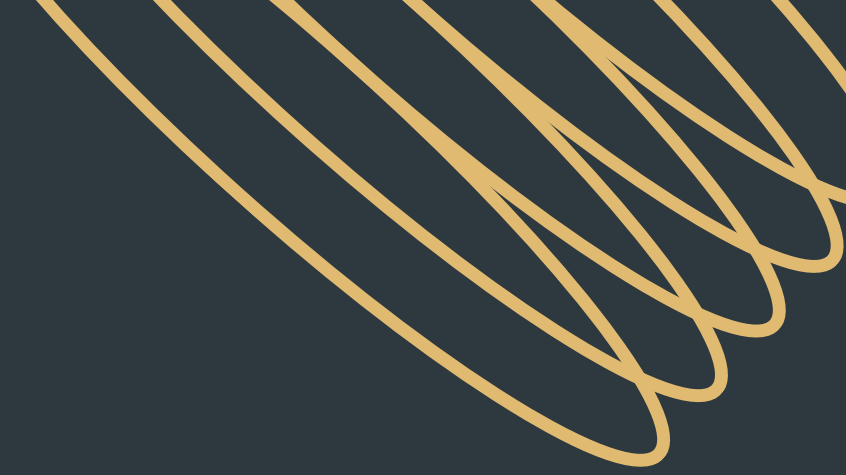
Faculty Offices

ATEC-216	Existing Available Faculty Space
ATEC-219	Convert to Faculty Office (Math)
ATEC-221	Existing Available Faculty Space
CSS-203	Convert to Faculty Office (Rising Scholars Counselor)
HUM-106 B	Existing Available Faculty Space
IT-201	Convert to Faculty Office
LRC G-114B	Convert to Faculty Office
PORT-A101	Existing Available Faculty Space

PORT-A105	Existing Available Faculty Space
ST-118A	New Construction (Jun-Aug)
ST-118 B	New Construction (Jun-Aug)
ST-118 C	New Construction (Jun-Aug)
ST-118 D	New Construction (Jun-Aug)
ST-118 E	New Construction (Jun-Aug)
STEM-103	Convert to Faculty Office
Stokoe B-212	Existing Available Faculty Space

SSV-107 A	Existing Available Faculty Space (Counseling)
VRC-109	Convert to Faculty Office
WEQ-9 A	Existing Available Faculty Space
WEQ-9 B	Existing Available Faculty Space
WEQ-9 F	Existing Available Faculty Space

Office/Program Moves



CSS-216	Student Success Coordinator + Rising Scholars
Facilities Yard	Rocketry
HUM-101	Associate Faculty Meeting Space
HUM-102	DRC Testing Room
LIB-Front Desk Workstation	VPPD Administrative Coordinator
LIB-223	VPPD/Director of Grants

LRC-Associate Faculty Meeting Space	Student Success Coordinator, Unity Zone
LRC - G-114A	Dean, Technology & Learning Resources
OC Workstations	UB Administrative Specialist/Swing Space (Sat/Sun UB Classroom IT-208)
OC-102	Manager Swing Space (To Be Scheduled)
OC-110	Dean, Institutional Effectiveness

STEM-301 STEM-304	MESA Coordinator/ Counselor Office + Center 500ft
ST-108	College Corps Director
SSV-117	Director, Academic Advising
TBD	Mental Health Counseling

Process to Inform College Community



Individual Meetings - Mar 2025

Face to face communication with impacted managers and teams.



Operational/Leadership Council Meetings - Mar/Apr 2025

Operation team meetings with VP teams, Academic Senate, & Leadership Councils discussion.



College Governance - May/June 2025

Discussion items at College Council & End of the Year memo.

Timeline

STEM Construction
June - December 2025

CHP&K Construction
July 2025 - August 2027

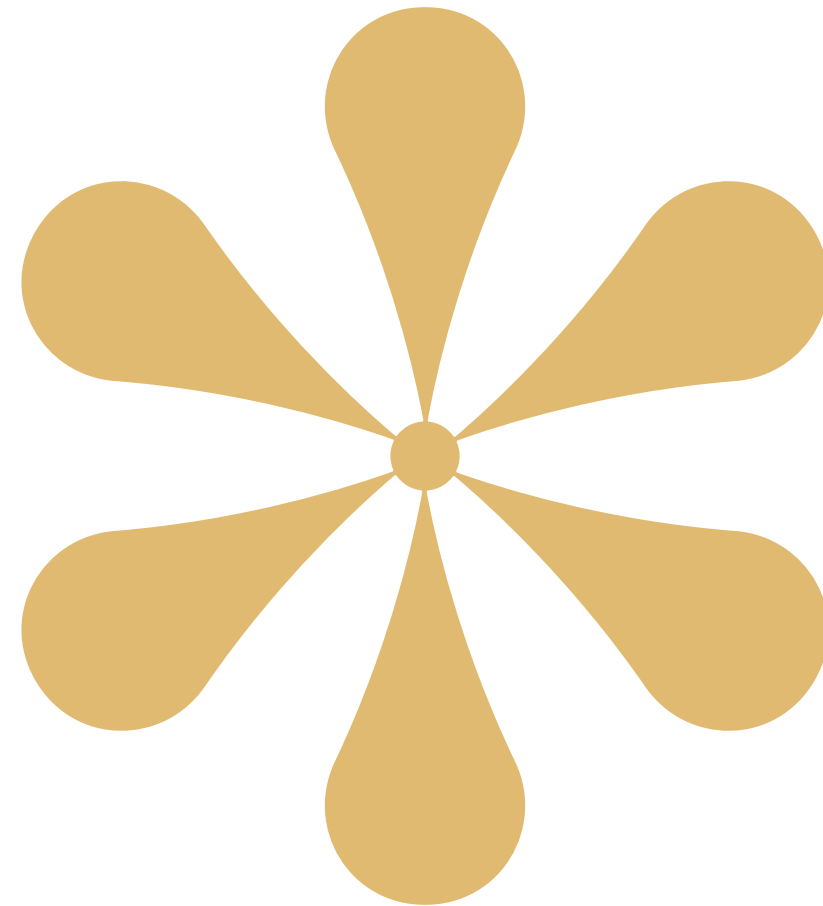
ST-118 A-E Construction
Summer 2025

ATEC-219 Conversion
Summer 2025

Regular "Office Shuffle"
Process before end of
Spring term.

Spring 2025 term - Upward Bound, Rising Scholars, Unity Zone, MESA, VPPD Office, College Corps, Rocketry, Dean of Technology & Learning Resources, Director of Grants

**Want to know
more about
Cap/Load
Efficiency?**



Why Be Efficient with our Space Utilization?

- Norco College's ability to successfully be awarded state capital outlay funds weighs heavily on enrollment (WSCH), effective scheduling, efficient use of facilities or capacity/load ratio, etc.
- **Effective course scheduling is critical.** If more sections of a course are scheduled than students need, enrollment per section is typically lower than the potential enrollment set by the maximum section capacity and/or the capacity of the classroom, which creates inefficiency.
- Inefficient scheduling reduces our ability to compete for State funds for new facilities at Norco College.



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Capacity/Load Ratio!

The instructional capacity/load ratio (cap load) is a measure of space **utilization efficiency** according to Title 5 community college space standards.

- Is the totaled capacity of a space type divided by the actual or projected usage of the space.
 - Compares the square footage the College has in relation to the College's enrollment indicates it needs
 - Compares the number of students to seats available (Capacity Load Ratio)
- Capacity load ratios are measured for different categories of space, including laboratory, lecture/classroom, office, library, and audio/visual support spaces.
 - > **100%** indicate an **excess** of space
 - < **100%** indicate a **deficiency** of space and may qualify the College for state capital outlay funding for a more efficient use of space.



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Norco College Space Utilization Analysis

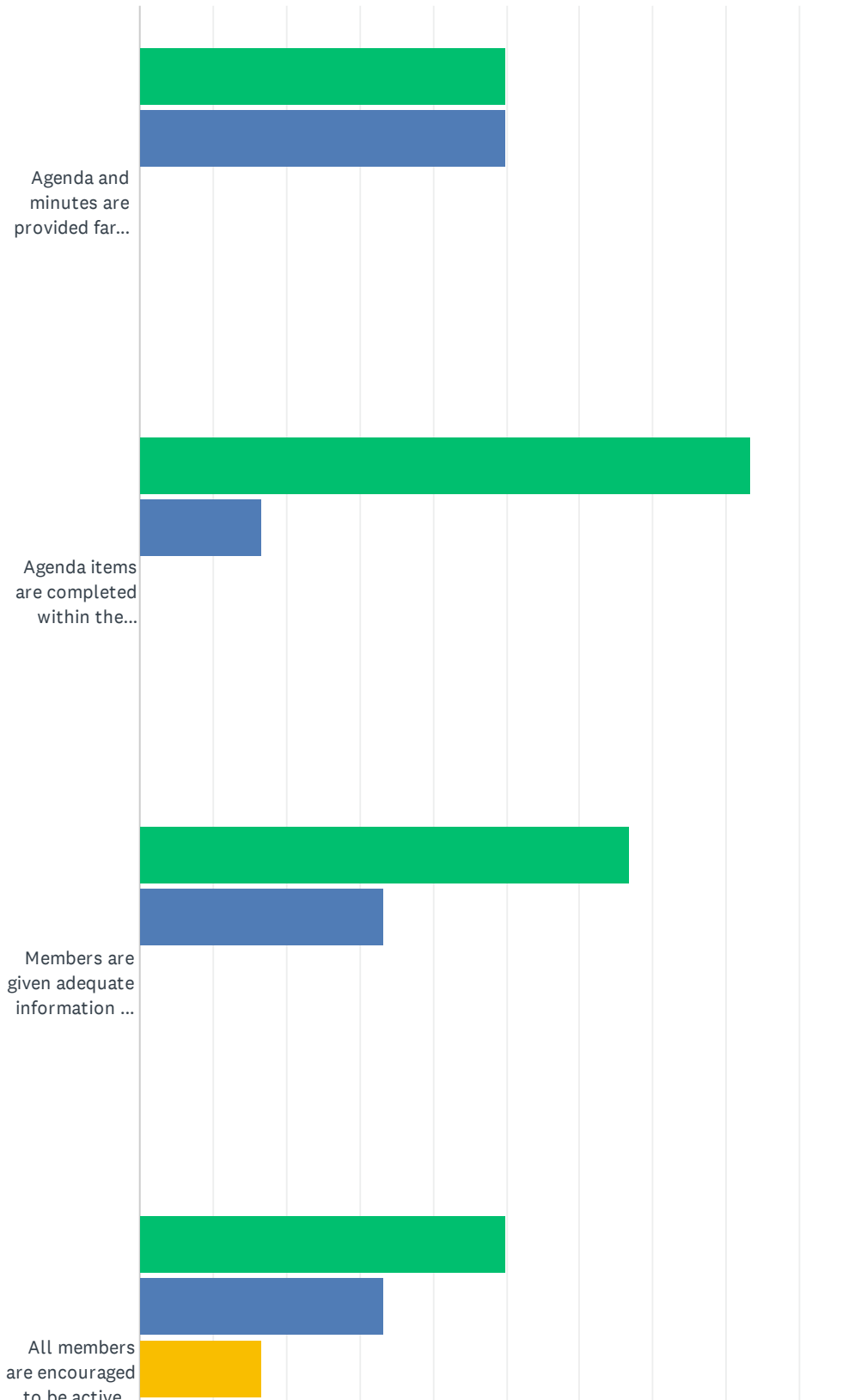
- **Office Cap/Load** = square feet of office “type” space/FTEF
 - NC has an Office Cap/Load of 81% as of Fall 2025 (81% of what is needed)
- **Instructional Classroom Space Utilization**
 - NC has 32 on-campus classroom lecture spaces totaling 31,722 ASF and is capable of hosting approximately 50,273 lecture WSCH.
 - The 2024 the on-campus WSCH generated totaled approximately 22,993 lecture WSCH
 - This results in a **46% WSCH efficiency.**
- **Instructional Lab Space Utilization**
 - NC has 20 on-campus class labs with a totaling 24,920 ASF and is capable of hosting approximately 9,216 lab WSCH.
 - This results in a **165% WSCH efficiency.**



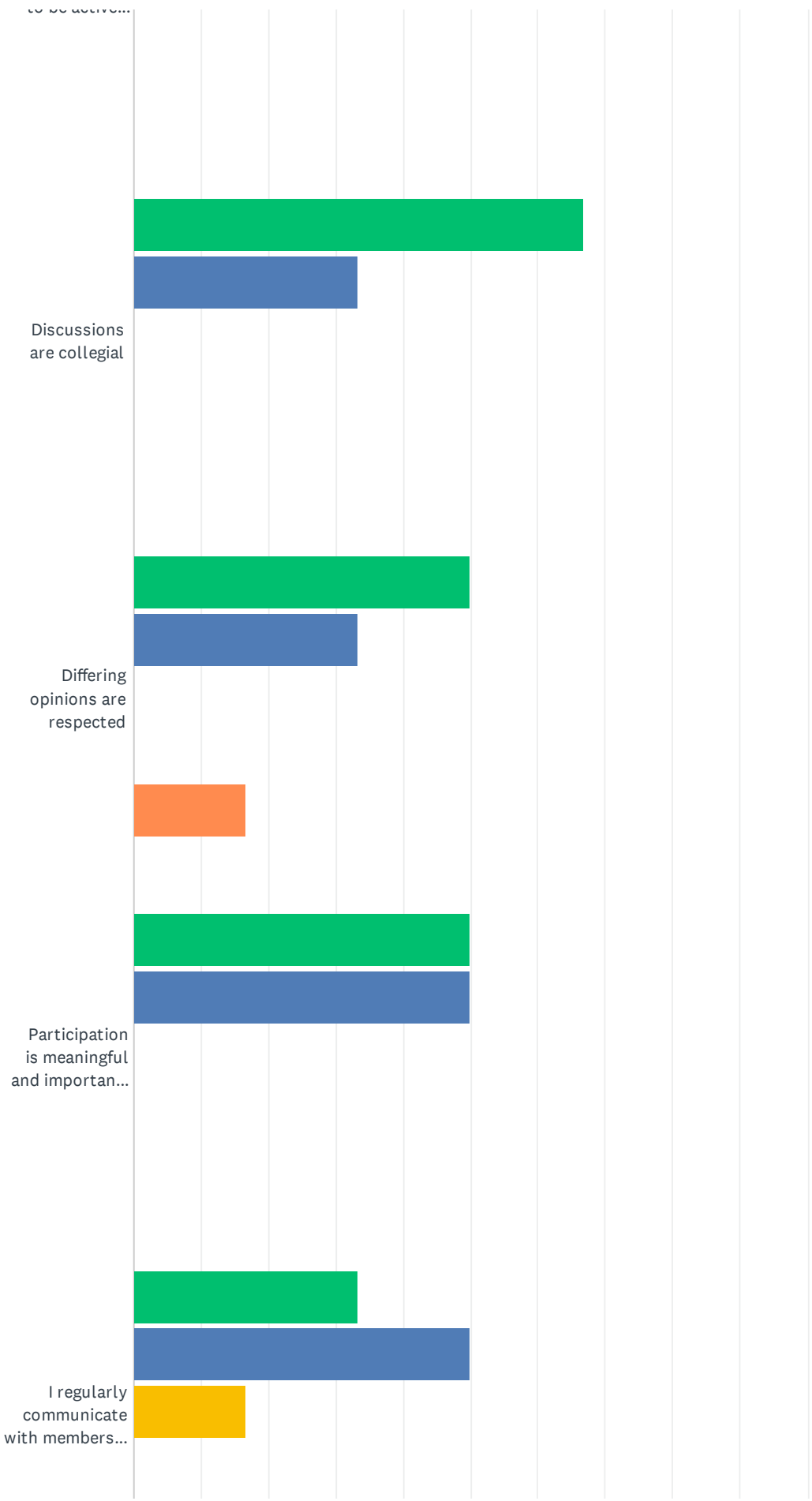
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Q1 Please rate your level of agreement with the following statements for the governance entity selected above:

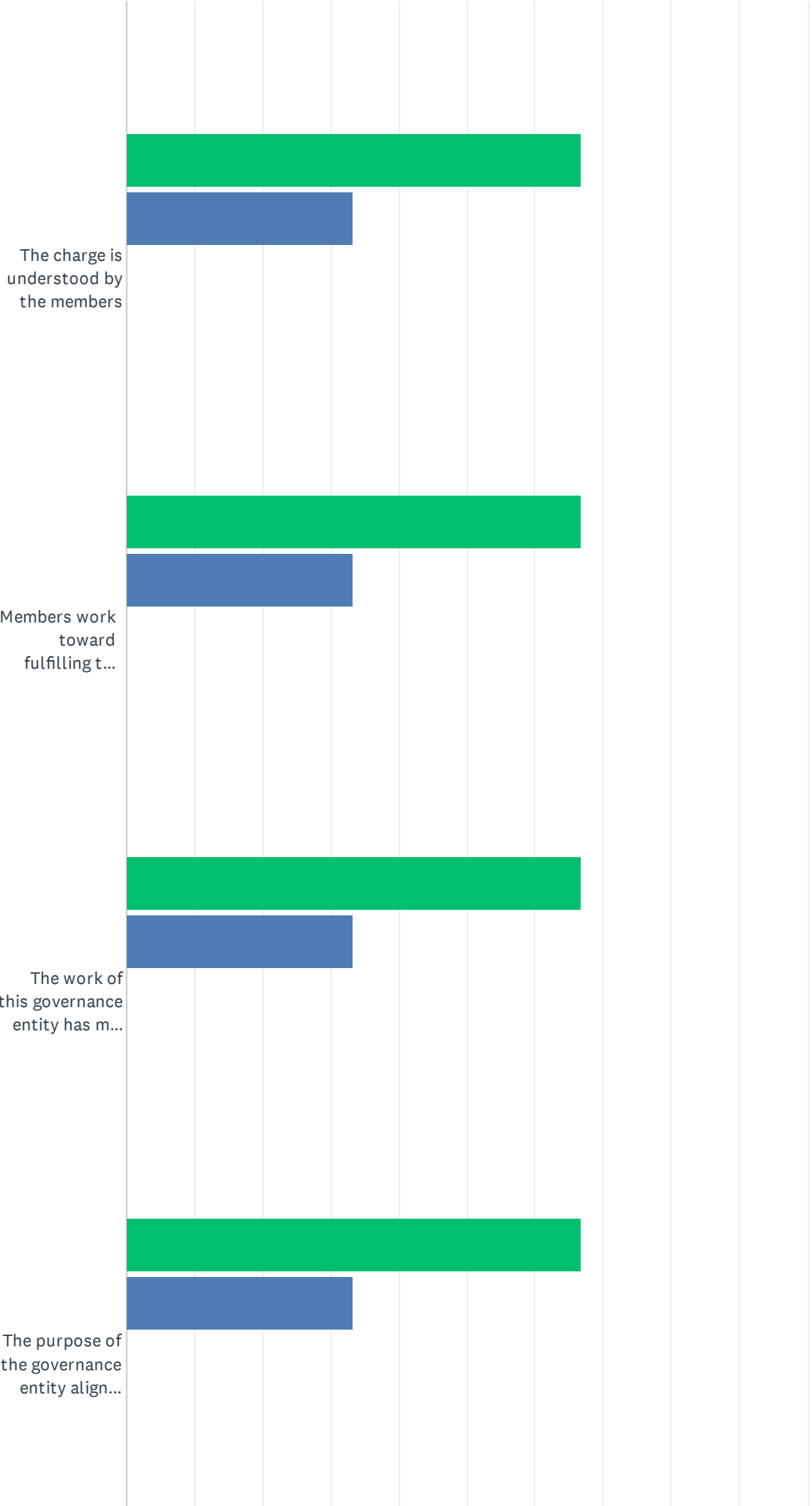
Answered: 6 Skipped: 0



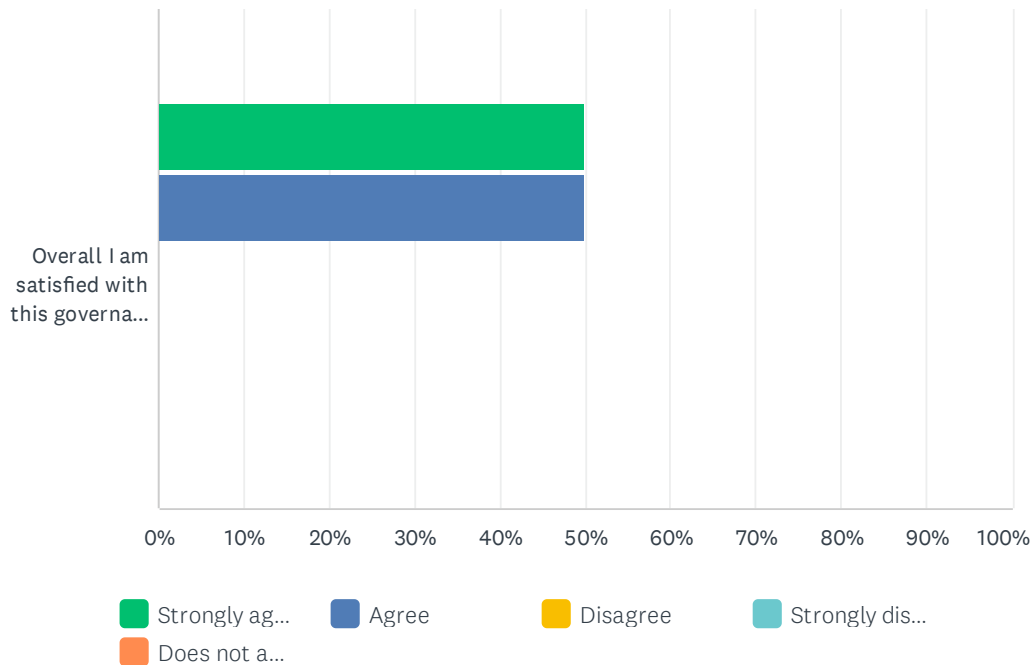
Student Support Council Survey of Effectiveness



Student Support Council Survey of Effectiveness



Student Support Council Survey of Effectiveness



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DOES NOT APPLY	TOTAL
Agenda and minutes are provided far enough in advance of meetings	50.00% 3	50.00% 3	0.00% 0	0.00% 0	0.00% 0	6
Agenda items are completed within the meeting time	83.33% 5	16.67% 1	0.00% 0	0.00% 0	0.00% 0	6
Members are given adequate information to make informed recommendations or decisions	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
All members are encouraged to be actively involved	50.00% 3	33.33% 2	16.67% 1	0.00% 0	0.00% 0	6
Discussions are collegial	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
Differing opinions are respected	50.00% 3	33.33% 2	0.00% 0	0.00% 0	16.67% 1	6
Participation is meaningful and important to me	50.00% 3	50.00% 3	0.00% 0	0.00% 0	0.00% 0	6
I regularly communicate with members of the constituent group I represent regarding key issues discussed and actions taken during meetings	33.33% 2	50.00% 3	16.67% 1	0.00% 0	0.00% 0	6
The charge is understood by the members	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
Members work toward fulfilling the charge	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
The work of this governance entity has made an impact on its assigned EMP Goals or KPIs	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
The purpose of the governance entity aligns well with the college mission	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6
Overall I am satisfied with this governance entity's performance	50.00% 3	50.00% 3	0.00% 0	0.00% 0	0.00% 0	6

Q2 Is there something that you would recommend to help the committee function more effectively?

Answered: 2 Skipped: 4

#	RESPONSES	DATE
1	The committee is doing well! If anything, I would like to see more of how can we as members act or assist to solve issues.	3/27/2025 3:28 PM
2	The Council is significantly meaningful to me and to the strategic structure of Norco College!	3/26/2025 1:49 PM