

 Response Details	
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Survey Language:	English
Source Identifier:	
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 Geo Coding 	
Country:	US
Region:	CA
Latitude:	0.0
Longitude:	0.0
Radius:	0.0

 Integration Tags	
External Reference:	
Custom Variable 1 :	
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Custom Variable 5 :	

California Black-Serving Institutions Application

College/University

Norco College

Website

www.norcocollege.edu

Address

2001 Third Street, Norco CA 92860

College/University President

Dr. Monica Green

College/University President Email Address

monica.green@norcocollege.edu

College/University President Phone Number

9513727015

Application Lead Contact Information

First Name

Tenisha

Last Name

James

Phone

951-372-7130

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Position

Vice President, Planning & Development

State your institution's commitment to address Black and/or African American student success and explain how your commitment is consistent with your institution's mission.

Norco College is unwavering in its commitment to the success of Black and African American students. This dedication is embedded in the college's mission to inspire a diverse student body through inclusive, innovative learning approaches, and our Core Commitments in Access, Equity, Student Success, and Inclusivity. This commitment is further articulated in our 2030 Educational Master Plan and five-year Strategic Plan. Our strategic planning documents emphasize our institutional focus on student transformation through strategic goals in equitable Student Access, Student Equity, and Student Success. Our strategic priorities in equitable student outcomes are operationalized in several key documents, including our Strategic Enrollment Management (SEM) Plan, and Student Equity Plan. The college's SEM Plan emphasizes a holistic student journey, ensuring that Black students receive comprehensive support from enrollment to completion. The 2025–2028 Student Equity Plan specifically identifies Black students as a disproportionately impacted group, with targeted strategies to dismantle systemic barriers and promote equity in access, retention, and completion. Our strategic planning documents and operational plans specifically articulate our commitment to Black and African American student success consistent with our Mission Statement to inspire a diverse student body, our Vision to change the trajectory of student lives, and our Core Commitments in Access for all students, Equity in student outcomes, Student Success in and out of the classroom, and Inclusivity through embracing diversity in all forms.

Please state the percent of the institutions enrolled student population identifying as Black/African American for the current term.

As of Spring 2025, 10.53% of the Norco College student population identifies as Black/African American.

Please state the number of students identifying as Black/African American enrolled at the college or university for the current term.

As of Spring 2025, there were 1,263 Norco College students enrolled who identified as Black/African American.

Describe the academic goals for the institution to achieve within the five-year period in which the initial designation is awarded. The goals described in this section should outline the institution's plans to improve retention, time-to-degree or time-to-certificate completion, and graduation rates of Black and African American students.

Norco College aims to achieve the following academic outcomes within five-years of designation as a Black Serving

Institution (BSI) to support Black and African American students in retention, time-to-degree/certificate, and graduation. These goals are designed to accelerate improvements in retention, time-to-degree or certificate completion, and graduation rates for Black and African American students through targeted, data-informed strategies. Retention: Achieve equity in retention by 2030 through eliminating the disproportionate impact for Black/African American students in first-term to second-term persistence per our Student Equity Plan Persistence Metric, and in alignment with our Key Performance Indicators (KPI) to Increase Persistence, and Eliminate Equity Gaps for Black/African American students across the following metrics: Successful Enrollment, Persistence, Completion of Transfer-level Math and English, Certificate/Degree Completion, and Transfer. Strategic Plan (KPI 2.3): Increase First-term to Second-term Persistence of first-time college students by 3% annually - disaggregated by race/ethnicity. Strategic Plan (KPI 3.1): Eliminate equity gap for Black/African American students in Enrollment, Persistence, Math and English Completion, Degree/Certificate Completion, and Transfer. Student Equity Plan: Eliminate disproportionate impact in Enrollment and Persistence for Black/African American Students. Time-to-Degree/Certificate: Achieve equity in time-to-degree or certificate through the reduction of excess units in alignment with Strategic Goal 2: Implementation of Guided Pathways. KPI goals include equity in course success rates, completion of Transfer-level Math and English courses, and persistence. Reducing time-to-degree or certificate aligns with the Student Equity Plan goal to eliminate equity gaps in Comprehensive Student Education Plans (i.e. course maps) to ensure clear pathways to student educational goals. Strategic Plan (KPI 2.1): Increase course success rate across all course modalities by 5% by 2030 – disaggregated by race/ethnicity. Strategic Plan (KPI 2.2): Increase completion of Transfer-level Math and English by first-time students by 5% annually - disaggregated by race/ethnicity. Strategic Plan (KPI 2.3): Increase First-term to Second-term Persistence of first-time college students by 3% annually - disaggregated by race/ethnicity. Student Equity Plan: Eliminate disproportionate impact in Comprehensive Student Education Plan attainment in the first year of enrollment. Graduation: Achieve equity in graduation by 2030 in alignment with KPI 2.4 Increase Degree or Certificate Completion, and the Student Equity Plan Vision Completion metric. Attaining our goals in equitable completion requires targeted support and intervention in leading indicators, such as retention, course success rates, and completion of gateway courses in English and Math. Strategic Plan (KPI 2.4): Increase the percentage of first-time students who complete a degree or certificate in three years by 3% annually - disaggregated by race/ethnicity. Student Equity Plan: Eliminate disproportionate impact in Vision Completion (degree or certificate).

Describe the academic equity goals your institution aims to achieve within the five-year period of the initial designation as a California Black-Serving Institution. Specifically, outline how these goals will improve academic equity gaps in retention, time-to-degree or time-to-certificate completion, and graduation rates between your Black and African American students and the overall student population. Provide data-driven benchmarks and strategies for achieving these objectives.

Norco College has set ambitious, data-driven academic equity goals to be achieved within the five-year period of its designation as a California Black-Serving Institution (BSI). These goals are grounded in the college's 2025–2030 Strategic Plan, 2025–2028 Student Equity Plan (SEP), and Guided Pathways framework, and are designed to close academic equity gaps between Black and African American students and the overall student population in retention, time-to-degree or certificate, and graduation rates. Retention Goal: Eliminate the equity gap in first-term to second-term persistence for Black/African American students by 2030. Benchmark: Increase persistence for Black students from the current baseline of 61% to 75% within five years. KPIs Alignment: KPI 2.3: Increase first-term to second-term persistence by 3% annually, disaggregated by race/ethnicity. KPI 3.1: Eliminate equity gaps in persistence, enrollment, and milestone completion. Student Equity Plan Alignment: Address disproportionate impact in persistence metrics. Strategies: Implement proactive case management advising. Expand early alert systems with targeted follow-up for Black students. Provide culturally relevant onboarding, orientation, and intrusive advising through Umoja and Success Teams. Time-to-Degree/Certificate Goal: Achieve equity in time-to-degree or certificate completion by reducing excess units and ensuring clear educational pathways. Benchmark: Reduce average time to degree or certificate for Black students by 20% over five years. KPI Alignment: KPI 2.1: Increase course success across all modalities by 5% by 2030. KPI 2.2: Increase completion of transfer-level Math and English by 5% annually. KPI 2.3: Support persistence through embedded academic support. Student Equity Plan Alignment: Eliminate gaps in first-year Comprehensive Student Education Plan (CSEP) completion. Strategies: Ensure all Black students complete a CSEP in their first year. Prioritize access to embedded tutoring and supplemental instruction in gateway courses. Provide intrusive academic coaching and enrollment guidance to reduce unit accumulation. Graduation Goal: Achieve parity in degree and certificate completion rates for Black students by 2030. Benchmark: Increase the 3-year completion rate for first-time Black students by 3% annually, reaching parity with the general student population by 2030. KPI Alignment: KPI 2.4: Improve 3-year degree/certificate completion for first-time students. KPI 3.1: Eliminate completion and transfer equity gaps for Black students. Student Equity Plan Alignment: Eliminate disproportionate impact in Vision Completion. Strategies: Leverage early momentum metrics (persistence, English and Math completion) to scaffold completion. Expand cohort-

based models like Umoja to include career and transfer pathways. Engage Black students through academic milestone tracking and one-on-one completion coaching. Together, these equity goals reflect a systems-level approach to dismantling institutional barriers and ensuring Black and African American students experience equitable academic outcomes. These strategies are continuously assessed through Norco's Integrated Planning Model and shared governance structure to drive measurable improvement.

Identify institutional memberships, charters, or affiliations to organizations dedicated to the advancement of Black and or African American Students.

Norco College maintains active affiliations with organizations dedicated to the advancement of Black and African American students, including: Accrediting Commission for Community and Junior Colleges (ACCJC): Accrediting agency supporting member institutions in attaining equitable student outcomes through advancing educational quality. A2MEND (African American Male Education Network & Development): Focuses on supporting the success of African American male students. California Community Colleges Chancellor's Office Initiatives: Engages in statewide efforts to promote equity and inclusion for Black/African American students. Research and Planning (RP) Group: Leads local, state, and national work to support California Community Colleges in attaining equitable outcomes for minoritized and marginalized students through race-conscious, equity-minded research, planning and professional development. Umoja Community Education Foundation: Provides a community and critical resources for African American students.

Attach your institution's strategic plan to address the academic goals and academic equity goals your institution aims to achieve within the five-year period of the initial designation as a California Black-Serving Institution. The strategic plan should include, but not be limited to, all the following: (A) a mission statement that addresses the applicant's commitment to serve Black and or African American students; (B) outreach services to potential Black and or African American students; (C) existing and/or proposed academic or basic needs support services to assist in the academic success of Black and/or African American students. Support services described in this section may include campus affinity centers, coursework, activities or events; (D) an outline of the planned allocation of resources during the five-year period in which the initial designation awarded; (E) an outline of how the institution is using or will use existing resources to provide culturally relevant professional development for the applicant's faculty and staff in pursuit of Black Serving Institution goals.

[1. 864874-143404975-BSI_EquityStrategicPlan.pdf](#)

4-year College/University applicants submit the following for the previous three academic years: (A) Submit graduation rates for the previous three academic years for all students within the normal time and up to 150 percent of the normal time to degree completion. (B) Submit graduation rates for Black and African American students, within the normal time and up to 150 percent of the normal time to degree completion.

Community College applicants submit the following for the previous three academic years: (A) The number of degree and certificate programs completed by all students, and by Black and or African American students. (B) The number of all students, and of Black and or African American students, who completed degree and certificate programs within normal time and up to 300 percent of normal time to degree completion. (C) The student transfer rates for all students, and for Black and or African American students, to four-year colleges and universities.

[1. 864874-143405137-BSI-Application-Data.pdf](#)

Please Submit a certification, in writing, by the chief administrative officer of the college or university, of the applicant's commitment to address Black and African American student success that is consistent with the applicant's mission.

[1. 864874-146850640-2025_NorcoCollege_BSI_LOS.pdf](#)

Describe the campus resources available to promote equity and inclusion for Black and African American students. Include details on academic support programs, cultural centers, mentorship opportunities, student organizations, financial aid initiatives, and any other institutional efforts designed to foster an inclusive and supportive campus environment.

Norco College offers a range of resources to support Black students: Academic Support: Tutoring centers, supplemental

instruction, and learning communities tailored to the needs of Black students. Equity Center: Dedicated Umoja space within the Equity Center, centrally located on campus, as well as a dedicated Umoja learning community classroom. These spaces serve as a hub for cultural engagement, academic support, basic needs assistance, and counseling/advising. Black Faculty and Staff Association (BFSA): Connects Black and African American students with faculty, staff, and community mentors. Men of Color Scholars Program: An affinity program that provides community and student leadership development for men of color. Student Organizations: Support for Black and African American student clubs and organizations that foster community and leadership development. Holistic Student Support: Early support and referrals through our Guided Onboarding process to ensure Black and African American students are connected early with programs tailored to their individual needs. Umoja Program: A learning community and critical resource dedicated to enhancing the cultural and educational experiences of African American and other students.

Include any additional information that the governing board should consider in evaluating your institution's readiness to be identified as a Black Serving Institution.

Norco College's application for designation as a California Black-Serving Institution reflects its unwavering commitment to educational equity, student empowerment, and institutional transformation. With over 11% of its student body identifying as Black or African American, the college acknowledges both the opportunity and responsibility to eliminate structural barriers and create affirming pathways to academic success. Grounded in the 2025–2030 Strategic Plan, Student Equity Plan, and Strategic Enrollment Management Plan, Norco College has established clear, measurable goals to improve retention, reduce time-to-degree and certificate completion, and close equity gaps in graduation rates. These goals are reinforced by robust KPIs, culturally relevant support systems like Umoja, investments in our Equity Center and Umoja dedicated spaces, and sustained professional development for all faculty and staff. Our commitment is evident in our organizational structure, which includes the division of Planning and Development which is charged with advancing equitable student outcomes through continuous improvement, with additional leadership from our Dean of College Equity, Inclusion, and Engagement. Through its integrated planning and governance structure, Norco College ensures that equity is not a peripheral priority, but a central principle driving all institutional efforts. This designation will not only affirm Norco College's progress but will amplify its ability to serve Black students with excellence, care, and intention—ensuring their success is visible, valued, and sustained.

- An applicant is eligible for designation if the applicant meets all the following requirements:
- (1) Has at least 10 percent of the college's or university's enrolled student population identifying as Black and or African American students or has at least 1,500 Black and or African American students enrolled at the college or university.
 - (2) Submits an initial or renewal application, as applicable, to the Statewide Central Office for the Advancement of Black Student Success on or before the application deadline

[Privacy](#)



California Black-Serving Institution

Norco College Application

Attach your institution's strategic plan to address the academic goals and academic equity goals your institution aims to achieve within the five-year period of the initial designation as a California Black-Serving Institution. The strategic plan should include, but not be limited to, all the following:

(A) a mission statement that addresses the applicant's commitment to serve Black and or African American students;

Norco College Mission, Vision, and Core Commitments Draft (pending Board approval):

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:

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.

Current Mission, Vision, Core Commitments:

<https://www.norcollege.edu/about/mission.html>

(B) outreach services to potential Black and or African American students; (C) existing and/or proposed academic or basic needs support services to assist in the academic

success of Black and/or African American students. Support services described in this section may include campus affinity centers, coursework, activities or events;

Draft 2025-2028 Student Equity Plan Excerpt:

Targeted Summer Bridge Event(s) for Black Students: One of the key initiatives will be a Summer Bridge Event. This program would prioritize DI student participation, with targeted outreach to Black students. This event would provide access to resources in academic support in math and English, counseling and career assistance, as well as social and emotional support to help students transition to college. The program would include workshops on financial literacy/financial aid, career exploration, and build a sense of community through peer and staff engagement. By providing students with the tools they need to succeed before they even begin their first semester, this program would significantly improve the enrollment, retention, and success rates of Black students and other DI student populations. This early intervention approach, which facilitates the collaboration of student services, academic affairs, and equity programming is an effective strategy in reducing the equity gap for DI students, as it addresses both academic and non-academic barriers from the start to close the equity gap for Black students in enrollment and persistence.

Equity Program Collaboration: The Summer Bridge Event(s) will be facilitated in collaboration with Black serving programs, such as Umoja and Men of Color, with support from the Black Faculty and Staff Association. Umoja and Men of Color provide holistic academic and basic needs supports to Black and African American students, including, but not limited to, academic support through tutoring and study sessions, advising/counseling, career development, cultural activities, community events, learning community courses, peer mentoring, student leadership development, and transfer support. Additionally, the college/district is investing in scaling guided pathway support through a standard of care model for all students with targeted interventions and supports for at-risk, high-risk, and disproportionately impacted students.

Enhanced Communication and Outreach Strategy: In response to the identified barriers around access to resources and support, the college will need to develop strategic communication strategies as a student equity priority. A comprehensive communication plan will be developed to ensure that all students, especially Black/African American students, are informed of available services and opportunities. The plan will need to include regular updates via text, email, and social media, as well as campus-wide workshops and events to promote financial aid literacy, registration processes, and support services. We anticipate this increased awareness will lead to higher student participation in key services, improving both persistence and completion rates for DI students.

(D) an outline of the planned allocation of resources during the five-year period in which the initial designation awarded;

Norco College leverages the California Community College Chancellor's Office Student Equity and Achievement (SEA) to support equity initiatives. Below is a one-year outline of the SEA budget of allocated resources from our student equity plan.

Object Code	Category	Expense
1000	Academic Salaries	
	Dean, College Equity, Inclusion, and Engagement	0.15
	Counselor/Coordinator- Umoja	0.47
	Cultural Competency Faculty Lead	0.20
	Program to Career Connections Faculty Lead	0.10
	Men of Color Faculty	0.20
	Faculty Special Projects (Professional Development)	\$32,428.00
2000	Classified and Other Non-Academic Salaries	
	Student Success Coach -Umoja	1.00
	Administrative Assistant	0.70
	Temporary, Hourly Staff Member-Unity Zone	\$50,740
	Salaries	\$483,594
3000	Employee Benefits	\$208,559
4000	Supplies and Materials	
	Office and other Supplies	\$20,000
	Books and instructional materials (Umoja, Puente)	\$15,000
	Copying and Printing	-
	Food (local training, events, and planning meetings)	\$10,000
	Supplies and Materials	\$45,000
5000	Other Operating Expenses	
	Consultants (Professional Development)	-
	Student Travel (Conferences, college tours, and cultural events)	-
	Staff Travel (Conferences, trainings, and retreats)	\$40,000
	Other Operation Cost	\$46,037
	Subtotal	\$86,037
6000	Capital Outlay	\$40,000
7000	Other Outgo	\$32,515
	Estimated Expenditures	\$895,705
	Anticipated Allocation	\$895,705

(E) an outline of how the institution is using or will use existing resources to provide culturally relevant professional development for the applicant's faculty and staff in pursuit of Black-Serving Institution goals.

Equity Professional Development Plan:

- Faculty Impact Study on Black Student Success
 - **Target Audience:** Faculty (Full-Time and Part-Time)
 - **Objective:** Advance equity-focused, high-impact teaching practices specifically for Black/African American student success.
 - **Scope:**
 - 18-month leadership academy that equips college leaders with tools for leading transformational change
 - Identify high-impact practices to support Black/African American course success
 - Develop, implement, and assess high-impact practices on Black student outcomes
 - **Timeline:** February 2025 – April 2026
 - **Cost:** \$20,000
- Caring Campus Refresh
 - **Target Audience:** Classified Professionals
 - **Objective:** Strengthen student belonging through behavior-based engagement.
 - **Scope:**
 - Three in-person coaching sessions
 - Development and implementation of 5 behavioral commitments
 - Supervisor training and institutionalization planning
 - **Timeline:** Summer 2025 – November 2025
 - **Cost:** \$20,000
- Equity Leadership Series
 - **Target Audience:** Managers & Administrators
 - **Objective:** Develop race-conscious, equity-minded leaders for systemic change.
 - **Scope:**
 - Six in-person workshops with asynchronous learning and coaching circles
 - Topics include equity in leadership, collective action, and navigating resistance
 - Capstone projects focused on equity transformation

- **Timeline:** August 2025 – May 2026
 - **Cost:** \$75,000
- Norco Teaching Institute
 - **Target Audience:** Faculty (Full-Time and Part-Time)
 - **Objective:** Advance equity-focused, high-impact teaching practices.
 - **Scope:**
 - Four-session in-person series with companion Canvas modules
 - Topics: inclusive classroom environments, syllabus design, active learning, grading alternatives
 - Final instructional portfolio for implementation and reflection
 - **Timeline:** Launch Fall 2025; repeat annually
 - **Cost:** \$24,068.20 (annual)
- College-wide DEIA Summit
 - **Target Audience:** All College Professionals
 - **Objective:** Facilitate community-wide engagement in DEIA practices and institutional change.
 - **Scope:**
 - A 2–3 day summit hosted by the DEIA Committee
 - Keynotes, interactive workshops, panels, and affinity groups
 - Designed for classified professionals, faculty, and administrators
 - **Timeline:** Launch 2025; held annually
 - **Cost:** \$25,000 (annual)

Degree Volume			
Year	Norco College	Black/AA Students	Proportion of Degrees
2021-22	2146	178	8.3%
2022-23	1934	113	5.8%
2023-24	1755	111	6.3%

Certificate Volume			
Year	Norco College	Black/AA Students	Proportion of Certs
2021-22	478	22	4.6%
2022-23	367	10	2.7%
2023-24	311	25	8.0%

3- year Degree/Certificate Rate						
	Cohort end year	Norco College	Rate	Black/AA Students	Rate	Difference
19-20	2021-22	285/1818	15.7%	17/108	15.7%	0.1%
20-21	2022-23	168/1200	14.0%	8/74	10.8%	-3.2%
21-22	2023-24	184/1117	16.5%	12/87	13.8%	-2.7%

6- year Degree/Certificate Rate						
	Cohort end year	Norco College	Rate	Black/AA Students	Rate	Difference
16-17	2021-22	381/1820	20.9%	20/128	15.6%	-5.3%
17-18	2022-23	462/1956	23.6%	30/148	20.3%	-3.3%
18-19	2023-24	413/1717	24.1%	20/107	18.7%	-5.4%

3- year Transfer Rate						
	Transfer by	Norco College	Rate	Black/AA Students	Rate	Difference
19-20	Fall 2022	249/1818	13.7%	27/108	25.0%	11.3%
20-21	Fall 2023	210/1200	17.5%	14/74	18.9%	1.4%
21-22	Fall 2024	190/1117	17.0%	20/87	23.0%	6.0%



May 28, 2025

California Community Colleges Chancellor's Office
RE: Black Student Success Initiative

Dear Colleagues,

It is my honor to submit this letter of support on behalf of Norco College's application for designation as a California Black-Serving Institution.

At Norco College, supporting the success of Black and African American students is an ongoing priority. This work is engrained in the college culture which aligns with our mission and shows up in how we plan, how we allocate resources, and how we serve students. We understand that Black students face real and persistent challenges in higher education, and take seriously our role in removing barriers, closing equity gaps, and creating an environment where all students can thrive.

Currently, over 10% of our student body identifies as Black or African American. While we celebrate the strength and contributions of these students, our data reveal persistent disparities in retention, completion, and degree attainment. These outcomes are unacceptable, and addressable. That is why Norco College has set clear, measurable equity goals aimed at increasing persistence, reducing time to completion, and achieving parity in graduation and transfer rates. These goals are grounded in our Educational Master Plan, Strategic Plan, and Student Equity Plan and are supported by campus-wide engagement and shared accountability.

Norco College is known for leading the district in its efforts to provide equity in education to all students. Our commitment is not just something we talk about in planning documents; it shows up in how we serve students every day. You can see it in the Umoja community space, in the way we work to make teaching more culturally responsive, and in the relationships built through our Black Faculty and Staff Association. It also shows in the support we provide, including comprehensive education plans, academic help, mentoring, and access to basic needs resources, all with the goal of helping students stay on track and achieve their goals.

Norco College is building on a strong foundation of meaningful programs, honest data, and a campus culture that values equity as both a moral and institutional priority. Being designated as a Black-Serving Institution would help us deepen this work with greater focus, support, and long-term impact. Thank you for considering Norco College for this important opportunity. We look forward to showing what is possible when equity is truly part of who we are. Please feel free to contact me directly at 951-235-6888 or Monica.Green@norcocollege.edu if you have questions or need additional information.

Sincerely,

Monica L. Green, Ed.D.
President