

Chapter 1: Introduction

Norco College started the institutional planning process behind this document in the Fall semester of 2017. The process involved a significant amount of thinking, planning, and deliberation that has led to a new Educational Master Plan, a new Strategic Plan and a new Facilities Master Plan. Combined, the three documents and the overall deliberation have elicited a clear, strong and compelling vision for the future of Norco College. Please note that this is a living document that will evolve as we continue to move forward.

The Norco College community, including employees and partners, cares deeply about the College and shares a strong vision for the future direction of the institution. We are implementing this vision with a sense of urgency and believe it will serve as a model for other community colleges deep into the 21st century. We are building a college that meets all students where they are, tailoring a transformative academic and professional experience for every student on our campus. It is a college where equity gaps no longer persist, and the trajectory of each student's life is changed for the better. The college we are becoming produces completion and competency rates that are among the highest in the country while serving as a catalyst for the region around academic, economic, and socio-cultural development. College partnerships with school districts, CSUs, UCs, and private universities are elegantly connected such that college-going rates in the region improve exponentially and are nationally recognized. College partnerships with regional economic and industry leaders are responsive and mutually beneficial, providing graduates with exceptionally high rates of employment in living wage careers. The college is a vibrant center for fine and performing arts, athletics and academics across the entire service area. We are a comprehensive institution with the capacity to serve the entire region through a breadth of programming in STEM; Social and Behavioral Sciences; Arts and Humanities; Business Administration; Health Sciences; Career and Technical Education; and Lifelong Learning. The campus is a vibrant mixed-use academic and professional community featuring educational activities, incubator space, industry partnerships, and retail. The members of the college community nurture a family atmosphere. We work hard, communicate openly, dream big, welcome everyone and enjoy being with each other. The amazing 141-acre campus is aesthetically inspiring, sustainably engineered, and seamlessly woven into the surrounding community. The college is an institution of first choice. The campus is a destination. The people are a community.

The detailed implementation strategy for this vision can be found in three core documents. First, the 2030 Educational Master Plan (EMP) defines where we are headed as a college over the next decade or more. Second, the 5-Year Strategic Plan defines the work we are going to do over the next five years as we head in the EMP direction. Third, the Facilities Master Plan maps out the campus we will build in support of the EMP.

College Governance Process

This plan has been rigorously vetted through a nearly two-year deliberation process that helped shape the core ideas. These ideas were structured into four sequential drafts with ongoing input from the campus community. The plan was officially submitted through the Norco College and RCCD governance processes and will be submitted to the RCCD Board of Trustees in Fall 2019. Through this process, input was received from students, employees (faculty, classified, and managers) and community members. The results are actively updated below until full approval.

College Governance Group	Date	Action Taken
Distance Education Committee	4/19/19	Approved.
Student Services Planning Committee	4/24/19	Approved. 1 abstention
NC Academic Senate	5/6/19	Approved.

College Governance Group	Date	Action Taken
NC Management Team	5/8/19	Approved.
Associated Students of Norco College	5/9/19	Approved.
NC Academic Planning Council (Chairs)	5/10/19	Approved.
NC President's Advisory Board (Community Members)	5/13/19	Approved. 1 abstention
NC Business and Facilities Planning Council	5/14/19	Approved.
NC Executive Cabinet	5/15/19	Approved.
NC Institutional Strategic Planning Council	5/15/19	Approved.
NC All Campus Vote	5/17/19	Approved. 87 votes, 4 nays
District Strategic Planning Council	5/17/19	No Action; Discussion with recommendations
Chancellor's Cabinet	5/20/19	No Action; Discussion
Revised EMP to Nor-all for comments	9/27/19	
ISPC Information Item	10/2/19	
ISPC 1 st Read	10/16/19	
Revised EMP to Nor-all with additional revisions	10/28/19	
NC Institutional Strategic Planning Council	11/6/19	Approved. 1 nay 2 abstentions
NC Committee of the Whole	11/7/19	Approved. 2 abstentions
District Strategic Planning Council	11/22/19	
Chancellor's Cabinet	11/25/19	
RCCD Board Committee Meeting	12/3/19	
RCCD Board Meeting	12/10/19	

Organization

The Educational Master Plan is organized into the following chapters:

- Introduction
- Mission, Vision, Core Commitments
- Strategic Direction 1: Student Transformation
- Strategic Direction 2: Regional Transformation
- Strategic Direction 3: College Transformation
- 5-Year Strategic Plan
- Planning Integration
- Assessment, Tracking and Reporting
- Deliberation Process
- College History

2030 Goals

The Educational Master Plan sets out 12 Goals for its students, community, and region by 2030:

	Topic	Goal Statement
Goal 1	Access	Expand college access by increasing both headcount and full-time equivalent students (FTES).
Goal 2	Success	Implement Guided Pathways.
Goal 3	Equity	Close all student equity gaps.

	Topic	Goal Statement
Goal 4	Professional Development	Implement PD around GP and equity framework. Foster a culture of ongoing improvement.
Goal 5	Workforce and Economic Development	Reduce working poverty and the skills gap.
Goal 6	Community Partnerships	Pursue, develop, and sustain collaborative partnerships.
Goal 7	Programs	Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.
Goal 8	Effectiveness, Planning, and Governance	Develop institutional effectiveness, integrated planning systems, and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.
Goal 9	Workplace/Employees	Expand Norco College workforce to support a comprehensive college and develop/sustain an excellent workplace culture.
Goal 10	Facilities	Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.
Goal 11	Operations	Implement professional, intuitive, and technology-enhanced systems.
Goal 12	Resources	Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals.

Campus and Community Engagement

DATE	TIME	GROUP	LOCATION	TYPE
February 6 (Wed)	8:30am-10:00am	Executive Cabinet	ST107	Project intro/engagement/ET&P/FMP coordination
February 6 (Wed)	10:30am-11:30am	BS/Facilities/Community/IMC/TSS	OC116	Project intro/ST107
February 6 (Wed)	3:00pm-5:00pm	Norco 9+	ST107	Project intro/activities/Planning/T&P/Cultural community
February 7 (Thurs)	9:30am-10:30am	Student Services Leadership	OC116	Project intro/ST107
February 7 (Thurs)	10:30am-12:00pm	Academic Affairs Leadership	OC103	Share Analysis/Logistics
February 7 (Thurs)	1:00pm-2:30pm	Classified Senate/Classified Staff	OC116	Project intro/ST107
February 7 (Thurs)	3:00pm-4:00pm	Athletics/Kinesiology	OC116	Project intro/ST107
February 8 (Fri)	10:00am-11:30am	Student Leaders	OC116	Project intro/ST107
February 8 (Fri)	12:45pm-2:15pm	Flex Day Sessions	ST107	Project intro/ST107
February 8 (Fri)	2:30pm-3:30pm	Flex Day Sessions	ST107	Project intro/ST107
February 12 (Tues)	11:45am-12:15pm	BPFC	Zoom/ST107	Project intro/ST107/updates
March 4 (Mon)	1:30pm-2:30pm	Academic Senate/Faculty	ST107/Zoom	Project intro/ST107
March 11 (Mon)	12:00pm-1:30pm	President's Advisory-Section Partners	ST107	Analysis/Logistics/Section Partners/Review/PMI
March 13 (Tues)	10:00am-11:30am	Academic Affairs Leadership	OC116	Space Analysis/Review/Logistics and Ex-Plan Updates
March 12 (Tues)	11:45am-12:15pm	BPFC-Business & Facilities Planning Council	ST107	Campus Analysis/Update (30 min)
March 12 (Tues)	12:50pm-1:50pm	Student "Tabletop Session"	CSS Patio "Plaza"	Analysis/Logistics - College tour
March 12 (Tues)	2:00pm-3:30pm	City Manager/Pres/VP	Pres Ofc (SOV)	Analysis/Logistics
March 13 (Wed)	8:30am-9:30am	Exec Cabinet w/City & Regional Partners	OC116	Analysis/Logistics
March 13 (Wed)	1:30pm-3:30pm	Norco 9+/Managers Meeting	OC116	Analysis/Logistics
March 21 (Thurs)	12:50pm-2:50pm	ALL (Norco 9+/Students/Clubs/All)	OC116	Sustainability & Values Workshop (Part 1)
March 22 (Fri)	8:00am-10:00am	ALL (Norco 9+/Students/Clubs/All)	OC116	Sustainability & Values Workshop (Part 2)
March 22 (Fri)	10:30am-12:00pm	Diversity & Equity Committee	ST107	Committee Request per President (Review/Comments)
April 2 (Tues)	12:50pm-3:50pm	General and Community Open House	CSK217	Review final concepts - Comments
April 2 (Tues)	11:45am-12:15pm	BPFC-Business & Facilities Planning Council	ST107	Review final concepts - Comments
April 3 (Wed)	8:30am-9:30am	Executive Cabinet	ST107	Review final concepts - Comments
April 3 (Wed)	1:00pm-1:30pm	SPC - Institutional Strategic Planning Council	ST107	Review final concepts - Comments
April 3 (Wed)	1:00pm-4:00pm	Norco 9+	ST107	Review final concepts - Comments
April 5 (Fri)	11:00am-11:30am	APC - Academic Planning Council	ST107	Review final concepts - Comments
April 24 (Wed)	9:30am-10:30am	Executive Cabinet	Pres Ofc/Zoom	Review final concepts/draft plan - Comments
April 24 (Wed)	1:30pm-2:00pm	SSPC - Student Services Planning Council (DLR)	ST107	Review final concepts/draft plan - Comments
April 30 (Tues)	12:50pm-1:50pm	General and Community Open House (DLR)	CSK217	Review updated draft of final concepts - Comments
May 1 (Wed)	8:30am-10:30am	Executive Cabinet (DLR)	ST107	Review final draft plan/interimization - Comments
May 1 (Wed)	1:00pm-1:30pm	SPC - Institutional Strategic Planning Council (DLR)	ST107	Review final draft plan - Comments
May 1 (Wed)	1:00pm-5:00pm	Norco 9+ (DLR)	ST107	Review final draft plan/interimization - Comments
May 2 (Thurs)	9:00am-9:30am	ASNC - Associated Students/Norco College (Dr. Reece)	ST107	Review final draft plan - Comments
May 3 (Mon)	1:30pm-3:30pm	Academic Senate (Dr. Reece/Collins/Lee will present)	ST107	Review final draft plan - Comments
May 7 (Tues)	12:50pm-1:50pm	COTW-Committee of the Whole (Dr. Reece will present)	CSK217	Review final draft plan - Comments
May 8 (Wed)	9:30am-10:30am	Executive Cabinet (DLR)	Pres Ofc	Review final draft plan - Comments
May 9 (Thurs)	2:00pm-2:30pm	Chancellor's Issues (Dr. Reece)	Pres Ofc/ST107	Share final draft plan/interimization (FMP & EMP)
May 9 (Thurs)	11:00am-11:30am	ASNC - Associated Students/Norco College (Dr. Reece)	ST107	Review final draft plan
May 10 (Fri)	11:00am-11:30am	APC - Academic Planning Council (DLR)	ST107	Review final draft plan
May 13 (Mon)	12:00pm-1:30pm	President's Advisory Council (Dr. Reece will present)	ST107	Review final draft plan
May 14 (Tues)	11:15am-11:45am	BPFC - Business & Facilities Planning Council (DLR)	ST107	Review final draft plan
May 14 (Tues)	12:50pm-1:50pm	General and Community Open House (DLR)	CSK217	Review final draft plan
May 15 (Wed)	8:30am-10:30am	Executive Cabinet (Dr. Reece)	Pres Ofc	Review final draft plan
May 15 (Wed)	1:00pm-3:00pm	SPC-Institutional Strategic Planning Council (Dr. Reece/Lee will present)	ST107	Review final draft plan
May 15 (Wed)	4:00pm-5:00pm	Open Informational Session for both FMP & EMP (Dr. Reece)	CSK217	Informational Session - Open to all (FMP/EMP)
May 15 (Wed)	6:00pm-7:00pm	City Council Presentation (Dr. Reece will present)	City of Norco	Review final draft plan
May 16 (Thurs)	12:50pm-1:50pm	COTW-Committee of the Whole (Dr. Reece/Lee will present)	CSK217	Review final draft plan
May 19-17	9:30am-5:17 11am	College-Wide Vote	TBO	Final Plan - College wide VOTE
May 17 (Fri)	2:00pm-2:30pm	District Strategic Planning Council (DSPC)	CAADO	Review final draft plan - VOTE
May 20 (Mon)	9:00am-12:00pm	Chancellor's Cabinet (Dr. Reece Presenting)	CAADO	Final draft review
June 4 (Tues)	6:00pm-9:00pm	Board of Trustee Committee Meeting	CAADO	Final draft review
June 11 (Tues)	6:00pm-9:00pm	Board of Trustee Meeting	CAADO	FINAL APPROVAL



Institutional Strategic Planning Council
October 16, 2019
CSS-217 (1:00-3:00pm)
Minutes

Members Present: Kris Anderson, Greg Aycock, Melissa Bader (Faculty Co-Chair), Quinton Bemiller, Michael Collins, Leona Crawford, Monica Esparza, Monica Green (Administrative Co-Chair), Ruth Leal (Staff Co-Chair), Sam Lee, Virgil Lee, Mark Lewis, Arezoo Marashi, David Mills, Bryan Medina (ASNC Rep.), Chris Poole

Members Absent: Celia Brockenbrough, Barbara Moore, Kaneesha Tarrant

Guests Present: None.

Call to Order: 1:06pm

Approval of Minutes:

Approval of Minutes for October 2, 2019

MSC (Medina/Lewis)

Corrections: None.

Approved. 1 Abstention

Tri-Chair Report

- NC presented at state-wide Student Success Conference on Guided Pathways.
- Awarded \$2.7M PACES (Pathways to Access, Completion, Equity, and Success) to support Guided Pathways.
- Exciting developments for the college to use the \$5M appropriations to utilize Stokoe Innovative Learning Center as a potential site for the college's early child development program.
- Norco 9 met as an advisory group to the president to discuss its purpose. They will meet again November 6.
- Ruth is working on guidelines for strategic planning committees she is getting feedback from staff.
- Staff are working on a professional development plan giving input for the LFM plan. Discussion on staff development day and who coordinates the activities. Recommend that formation of the group comes with ISPC.

I. Action Item:

A. [District Strategic Plan \(2nd reading\)](#)

Motion to accept the District Strategic Plan

MSC (Lewis/Collins)

Discussion: The portion of the plan included both versions of the proposed governance structure. The plan reviewed in included the original and the revised. Please ask Susan Mills about the revision. The link provided in the agenda is to the website, there may be a more updated version. The committee

discussed at length approving the plan as presented with the governance structure. The co-chairs will take the conversation back to the DSPC.
Approved with 1 abstention.

B. Institutional Self-Evaluation Report (ISER) (2nd reading)

Motion to approve Institutional Self-Evaluation Report (ISER)
(Aycock/Bemiller)

Discussion: There have been no substantial changes since the last presentation of the ISER. There has been discussion on including the developed crosswalk on how the college plans align with the District plans. There is an opportunity to pull Program Review goals into a SWOT analysis. This can be done similar to how guided pathways pillars were done. Would it be helpful to identify areas of improvement from the perspective of developing the ISER? Noted in the plan is clarifying the governance process, SLO/PLO/SAO assessment/reflection themes. Recommended organizing a celebration for the completion of the ISER to honor the work as we move forward towards improvement.

Approved.

C. Revised Educational Master Plan (1st reading)

Monica Green presented the first read of the revised educational master plan by reviewing the changes in the latest document with the committee. The committee discussed the strategic plan date range. The committee agreed that the strategic plan will be a six year plan in order to coincide with the mid-way point of our Educational Master Plan. There was further discussion on the use of the term shared vs. participatory governance. Classified staff have requested to review Ed. Code for evidence.

Recommendation to remove KPI's in Chapter 8. The objectives in student transformation are the measurable objectives for the plan. It feels that now we have the KPI and student transformation objectives in both sections. This could be more clearly stated, however the idea is that everything we do should be impacting student transformation. The committee further discussed how the objectives and KPI's should be presented in the plan to avoid overlap. Greg will review the plan to be sure the KPI's align appropriately.

The plan will be shared electronically at least a week before the ISPC second reading on November 6.

II. Committee Reports

- A. Written Reports Requested for 2019-2020
Committee reports will be requested in writing.

III. Discussion Items:

- A. Community College Survey of Student Engagement (CCSSE) 2019 Report
(Greg Aycock)
Greg presented the CCSSEE report for 2019 which uses student behavior and institutional practice to establish benchmarks. Greg reviewed the report focusing

on the benchmarks from the survey given last spring; they are: active and collaborative learning, student effort, academic challenge, student faculty interaction, and support for learners. Greg defined each benchmark in depth and reviewed and discussed with the committee what each looks like at Norco College.

- B. Committee of the Whole Guiding Principles – Fall 2016
The guiding principles will be discussed at the ISPC workday on October 30.

IV. Information Items:

- A. Budget Update (Michael Collins)
Tabled due to time constraint.
- B. Fall 2019 ISPC Retreat Planning - Wednesday, October 30, 12:00 pm – 5:00 pm
(Revised)
- C. Resource Request Procedure - workgroup update
Sam Lee provided a handout to the committee on the work the committee has done to date. There was a request that this item be presented again for discussion.
- D. ISPC 2019-2020 Membership – status update
Tabled. Academic Senate is still discussing their structure.

V. Good of the order

Meeting adjourned: 3:09 pm

Next meeting: November 6, 2019

Minutes submitted by Denise Terrazas