



College Council

Meeting Minutes for March 13, 2025, | 12:50 pm to 1:50 pm | Location: OC*116

Join via [Zoom Link](#) | Meeting ID: 818 1323 0186 | Passcode: 789776

Council Members (total# 19)

Ms. Natalie Aceves, Dr. Hayley Ashby, Dr. Quinton Bemiller, Dr. Michael Collins, Ms. Azadeh Iglesias, Dr. Tenisha James, Mr. Yusuf Jilani, Dr. Virgil Lee, Mr. Alex Spenser, Dr. Kaneesha Tarrant, Ms. Leona Vassale, and Ms. Patty Worsham, Vacant (CPRO)

Ex-officio Members:

Dr. Monica Green (Administrator), Ms. Araceli Covarrubias (Faculty Association), Vacant (CPROS), Vacant (ASNC Rep)

Council Members Not Present:

Ms. Kimberly Bell, Dr. Peggy Campo, Ms. Janet Frewing, Ms. Ashlee Johnson, Mr. Jethro Midgett, Mr. Dan Reade, Mr. Alex Spenser

Guest(s):

Ms. Tricia Hodawanus

Recorder:

Ms. Desiree Wagner

Quorum: # 10

Subject to Brown Act: No

1. Call to Order

- List Time: 12:59 pm

2. Action Items

2.1 Approval of Agenda

- MSC (Motion- Dr. Tarrant /Second- Dr. Collins)
- **Motion - Dr. James:** The meeting commenced with a discussion of the agenda, during which Dr. James requested the removal of item 3.2, "College Reorganization." This topic will be addressed in the March Leadership Council meeting before being revisited by the College Council in April. With this revision, the agenda was approved by consensus.

2.2 Approval of [Meeting Minutes](#), December 5, 2024

- MSC (Motion- Dr. James /Second- Dr. Ashby)
- Approved by consensus.

3. Discussion Items

3.1 [2025-2026 Norco College Budget Priorities](#) (1st Read)

- Dr. Collins reviewed the 2025-26 Norco College budget priorities, which align with the college's Strategic Plan and Educational Master Plan. The priorities focus on student transformation, regional transformation, and college transformation. He noted that the budget context includes a 0.5% enrollment growth and no allocated funding for physical plant or instructional support. The college will strategically assess enrollment and financial performance to optimize resource utilization. He also emphasized that the budget priorities may be adjusted based on the final budget.

3.2 [College Reorganization Update](#)

3.3 **Review & Feedback:** [SPGM 2025-2030 Second Draft](#)

- [SPGM High Level Overview](#) PowerPoint Presentation
- Dr. James provided an overview of the second draft of the Strategic Planning and Governance Manual (SPGM) for 2025-2030. She highlighted key improvements based on feedback, including the separation of 2025 and 2030 goals, clearer distinctions between strategic and operational work, and a more refined document structure. The revised SPGM now consists of four sections: Planning Context, Strategic Plan, Governance Manual, and Institutional Effectiveness & Governance Procedures.
- Dr. James encouraged all stakeholders to review the draft and submit feedback by Friday, March 21st. The document will undergo governance approval in April and May, with implementation set for the new academic year.

4. Information Item

4.1 [2024-2025 Norco College Budget Priorities](#)

- The discussion then turned to the 2024-2025 Norco College budget priorities. However, it was noted that an outdated version of the document may have been presented, as it still contained language related to the quality focus essay that was supposed to be removed. Consequently, Dr. James decided to table the item until the next meeting to ensure the correct version is shared and posted on the website.

5. Good of the Order

5.1 **DSPC Update**

- Dr. James provided an update on the District Strategic Planning Committee (DSPC). The DSPC is beginning the process of updating the strategic plan, with the new plan set to launch in 2026. They are seeking participation from DSPC members and other faculty involved in planning to help rewrite the district's strategic plan. DSPC has also completed its strategic plan assessment and is currently working on an Equal Opportunity Employment (EEO) plan. Additionally, DSPC is addressing a gap in educational advisors and tutoring services, using a full-time equivalent student model. The committee is collaborating with the district to allocate funds to close this gap. A question was raised regarding the status of the district's educational plan, which has had little progress since last summer.

5.2 **Program Review Annual Update due March 14, 2025**

- Reminder to the committee members: The Program Review Annual Update due by March 14, 2025.

5.3 **College Council Survey of Effectiveness due March 28, 2025**

- Reminder to please complete the College Council Survey of Effectiveness by March 28, 2025.

6. Future Agenda Topics

6.1 **Facilities Projects Update and Groundbreaking**

- In the meeting, Dr. Collins provided an update on the facilities projects. The groundbreaking for the Center for Human Performance and Kinesiology Building is set for May 30th, with construction beginning in June 2025 and expected to be completed by August 2027. The project is state-funded, with the district providing matching funds for the construction of the building and paying for all instructional equipment and other items that are non-state-supported. Dr. Collins also discussed the relocation of the CACT building to the STEM Building, scheduled to begin in June 2025 and finish by December 31, 2025. Additionally, the college is preparing for its 35th anniversary.

7. Adjournment

Next Meeting: April 10, 2025, **Time:** 12:50pm to 1:50pm, **Location:** OC*116

Spring 2025 Meeting Schedule of College Council	Agenda Item Request Deadline
March 13, 2025, from 12:50-1:50 PM	5 PM on Thursday, March 6, 2025

April 10, 2025, from 12:50-1:50PM	5 PM on Thursday, April 3, 2025
May 8, 2025, from 12:50-1:50PM	5 PM on Thursday, May 1, 2025



2025-2026 NORCO COLLEGE BUDGET PRIORITIES

In compliance with all regulations and laws, and alignment with Norco College's strategic plan goals of Student, Regional, and College Transformation, the College will primarily focus its resource allocation on the following strategic objectives.

These budget priorities will help guide resource request funding allocations directly related to NC program review.

BUDGET CONTEXT

- The Proposed State budget includes funding for 0.5% enrollment growth.
- The Norco College FTES target for 2025-26 is set at:
 - 5% Credit FTES growth, 7,591.93 FTES
 - Non-Credit FTES, 65 FTES
 - 10% Special Admit FTES growth (989 FTES)
 - 2% Incarcerated FTES growth (311 FTES)
- The Proposed State budget does not include funding for PPIS (physical plant and instructional support).
- The College will strategically assess enrollment performance in programs and financial performance in non-instructional and instructional areas in order to maximize the utilization of resources.

STUDENT TRANSFORMATION

- Fund the implementation of the college's strategic enrollment management (SEM) plan to attract and retain students and maximize efficient FTES generation to meet established targets and provide access. The SEM Plan provides the operational framework for scaling Guided Pathways from access to completion, with a focus on closing all student equity gaps. Strategic goals in access, equity, and success provide the foundation for the SEM plan to ultimately prepare students for living-wage careers.

REGIONAL TRANSFORMATION

- Pursue, develop and sustain collaborative partnerships. Focus on relationships and growing the College's comprehensive service to the community as the college moves toward the College's 35th Anniversary.

COLLEGE TRANSFORMATION

- Strategic investment in college personnel to sustain an excellent workplace culture, including the strategic evaluation of personnel replacements and additions.
- Develop/improve physical facilities to build a more comprehensive and inspiring campus.
- Implement technology-enhanced operational systems.
- Strategic investments to increase resource development and revenue generating activities.



2nd Draft | Strategic Planning and Governance Manual 2025-2030

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Part 1: Planning Overview

Executive Summary

The **2025-2030 Strategic Plan and Governance Manual (SPGM)** builds upon and extends the planning efforts that began in developing the 2019-2030 Educational Master Plan (EMP). The EMP defines our vision for the institution in three core directions: Student Transformation, Regional Transformation, and College Transformation. The 2025-2030 Strategic Plan depicts the college's focus on Student Transformation (Student Access, Student Success, and Student Equity) that is supported by actionable, measurable objectives and clearly defined, formalized processes for evaluation, and institutional procedures to enhance institutional effectiveness.

The SPGM is divided into four main parts:

1. **Planning Context:** Context for planning, including state, regional, and local considerations.
2. **2025-2030 Strategic Plan:** Mission, vision, guiding principles, and measurable goals with aligned objectives and Key Performance Indicators (KPIs) to organizational structure.
3. **Governance Manual:** Structure and procedures for participatory governance, decision-making, and institutional evaluation.
4. **Institutional Effectiveness and Governance Procedures:** Procedures for continuous improvement and innovation in support of strategic goals.

This plan aligns with state-level initiatives, such as the California Community College Chancellor's Office Vision 2030, and incorporates new accreditation standards to maintain Norco College's focus on continuous improvement and data-driven decision-making. It reflects an institution-wide effort to integrate equity, transparency, and accountability into all aspects of governance and operations. Despite the changing landscape of the system and our college and district, Norco College's efforts to center our work on improving and advancing equitable student outcomes for every student at our institution remains unchanged.

Introduction to Planning

Why Planning Matters

Strategic planning at Norco College is essential for achieving our strategic goals, maintaining accreditation, aligning with community needs, and ensuring sustainable growth. Strategic planning creates a roadmap that guides all areas of the institution toward our college mission and vision while fostering continuous improvement.

- Planning gives us a future vision for Norco College while simultaneously providing opportunities for reflection and evaluation of our current performance.
- Planning guides what we do and why we do it.
- Planning assists in preparing the college for future challenges and opportunities by effectively and efficiently using our limited resources to accomplish our strategic goals and objectives.
- Planning aligns our governance structures and operational units with our Mission, Vision, and Core Commitments.
- Planning builds relationships, aligns the organization, and emphasizes preparedness for change.

The Strategic Plan

1. Reaffirms the Norco College Mission, Vision, and Core Commitments to transform positively the lives of students and our community
2. Articulates the college's strategic priorities
3. Serves as a means for evaluating progress and innovation of inequitable student outcomes through measurable and ambitious Key Performance Indicators and Objectives
3. Guides college-wide planning and data collection
5. Clearly defines institutional procedures for decision-making, assessment, and evaluation
6. Centers student equitable outcomes through alignment with state, California Community College system, and district priorities in student access, student success, and student equity

Planning Context

The context for planning at Norco College considered the state, regional, and district impacts on our institution's operations, strategic initiatives, and planning. The college faces challenges and opportunities shaped by regional workforce demands, state policies, and shifting demographics. The college is well poised to continue to fulfill its mission to provide high-quality education and meet the needs of its diverse student population while responding to external pressures. These external factors continue to guide and inform planning at our college so the institution can be responsive and proactive in transforming the lives of our students, employees, and community through our service area's academic and economic development. Strategic planning and data-driven decision-making will be critical as the college navigates and responds to the challenges and opportunities in the near and distant future.

State-Level Considerations

The California Community College Chancellor's Office (CCCCO) is committed to combatting income inequality and supporting the social and economic mobility of its 2 million students statewide. Priority initiatives from the CO include but are not limited to Guided Pathways; Student Equity, Diversity, Equity, Inclusion, and Accessibility (DEIA); Workforce Development; and Dual Enrollment, to name a few. These systemwide priorities are clearly articulated in Vision 2030, which builds on the Vision for Success and Guided Pathways work, with three goals: Equity in Success, Equity in Access, and Equity in Support. These goals are supported by advocacy for legislative changes that impact the student experience across the state. Examples of impactful legislation include but are not limited to AB 705/1705 Transfer Level English and Math Access and Success; AB 111 Transfer Pathways; AB 928 Cal-GETC and AB 132 Transfer Success Pathways UC/CSU; and AB 1111 Common Course Numbering. This legislation is undergirded by a legislated change in the funding model for CCCs via the Student-Centered Funding Formula. The new funding formula emphasizes student success metrics, such as completion, transfer, and equity outcomes.

Norco College is equally committed to student transformation. State policy changes and system-wide priorities have informed our strategic planning process, and our revised Key Performance Indicators and Objectives demonstrate an alignment to and support of state efforts to improve student access, equity, and success. This early alignment work began with our Strategic Enrollment Management Plan and its intentional alignment to Vision 2030, Guided Pathways Loss Momentum Framework, Student Equity Plan 2022-2025 target populations, and equitable student outcomes as defined in the Accreditation

Standards 2024. This current Strategic Planning document expands and enhances connections to our college strategic plan and governance structure in comprehensive alignment with the external future vision for the CCCCCO.

Regional Considerations

Norco College faces dynamic challenges and opportunities in examining the regional factors that impact the institution and district. The region is characterized by a diverse and growing population, with significant increases in Latinx and immigrant communities. There is an increasing need for bilingual programs, community outreach, and enhanced equitable access and support for first-generation student populations and non-traditional students. Additionally, there are ongoing regional and district efforts to increase the college-going rate and high-school capture rates across the Inland Empire region. Improving pathways to postsecondary education for non-traditional and high school graduates presents opportunities for Norco College that guide our strategic initiatives and resource allocation.

Riverside County has experienced steady growth in highly skilled workforce sectors such as healthcare, logistics, manufacturing, and construction. Given the region's proximity to major transportation corridors, the logistics sector in particular is a strong and growing workforce industry. In order to continue to meet the region's economic and workforce demands, the college must be able to meet local employer demands by developing skilled graduates who can fill regional labor needs.

District Alignment

Norco College aligns with the Riverside Community College District through several vital areas that correspond to the district's goals of enhancing access, student equity, student success, and workforce development.

Access and Enrollment Growth:

- **RCCD Goal:** The RCCD plan emphasizes increasing access to higher education and lifelong learning opportunities through expanded programs and facilities.
- **Norco College Alignment:** Norco has expanded its dual enrollment and outreach efforts, as reflected in its enrollment and headcount KPIs. By increasing first-time, full-time enrollment and capturing a greater percentage of local high school graduates, Norco aligns with RCCD's goal of universal access.

Equity and Student Success:

- **RCCD Goal:** RCCD's strategic vision prioritizes closing equity gaps and ensuring equitable outcomes for underrepresented groups, using data to inform interventions.
- **Norco College Alignment:** Norco tracks specific Key Performance Indicators for reducing equity gaps for disproportionately impacted students. These efforts align with the district's focus on equity-driven strategies and personalized student support.

Workforce Development:

- **RCCD Goal:** RCCD plans to align academic programs with local workforce needs, fostering partnerships with industry leaders to expand CTE programs and address regional economic demands.
- **Norco College Alignment:** Norco's Local Workforce Demand Assessment identifies critical industries such as healthcare, transportation, and construction, guiding the development of workforce programs that meet these regional needs. The college's KPIs on CTE program growth and employment outcomes align with this goal.

Resource Optimization and Community Engagement:

- **RCCD Goal:** The district emphasizes diversifying revenue streams, enhancing community partnerships, and improving resource allocation to support student success.
- **Norco College Alignment:** Norco has leveraged grant funds to improve student completion rates, expand academic support, and invest in data-driven decision-making, directly supporting RCCD's focus on financial sustainability and effective resource management.

College Alignment

The Norco College Mission, Vision, and Core Commitments align with institutional priorities in Student Transformation, Regional Transformation, and Institutional Transformation as outlined in the 2030 Educational Master Plan. The college Key Performance Indicators and Objectives serve to inform the college of institutional progress in achieving college priorities in equitable student outcomes. Norco College facilitates a culture of continuous improvement through the annual monitoring and tracking of college level data to improve college governance structure and operational units in support of our Mission, Vision, and Core Commitments.

Mission

Norco College inspires a diverse student body through its inclusive, innovative approaches to learning, including pathways to transfer; professional, career, and technical education; certificates; and degrees. We are proud to be a pivotal hub for scholarship, arts and culture, dynamic technologies, and partnerships. Norco College encourages self-empowerment and is dedicated to transforming the lives of our students, employees, and community.

Vision

We will change the trajectory of our students' lives; stimulate academic, economic, and social development in our service area; and build a comprehensive institution with the capacity and programming to serve our entire area.

Core Commitments

Access

Providing open admissions and comprehensive educational opportunities for all students.

Equity

Engineering and sustaining an environment where student success is realized by all groups through proportionate outcomes.

Student Success

Being an institution that places high value on the academic and personal success of students in and outside of the classroom and where meeting student needs drives all decisions regarding educational programs and services.

Expertise

Committing to ongoing improvement of teaching, service, and leadership as core institutional skills.

Mutual Respect

Belief in the personal dignity and full potential of every individual and in fostering positive human values in the classroom and in all interactions.

Collegiality

Being a supportive community that is distinctive in its civility, where the views of each individual are respected, humor and enjoyment of work are encouraged, and success is celebrated.

Inclusiveness

Embracing diversity in all its forms — global as well as local — and creating a supportive climate that encourages a variety of perspectives and opinions.

Integrity

Maintaining an open, honest, and ethical environment.

Quality

Achieving excellence in the broad range of academic programs and services provided to students and to the community, fostering an environment of inquiry, learning and culture, and providing professional development opportunities for faculty and staff.

Environmental Stewardship

Being mindful of the impact we have on the environment, as individuals and as a community, and fostering environmental responsibility among our students.

Innovation

Valuing creative solutions and continuing to seek inventive ways to improve instruction and service to students and to the community.

Civic Engagement

Being fully engaged with the local community by listening to needs; establishing programs and partnerships to meet regional needs; forming alliances with other educational institutions to

create a continuum of educational opportunities; and communicating information about Norco College programs and services to the external community.

Review of 2025 Key Performance Indicators and Objectives

The Key Performance Indicators (KPIs) for 2025 reflected Norco College's commitment to student success, equity, and regional impact. They provided a clear framework for assessing progress toward institutional goals and helped the college make informed decisions about resource allocation, student support services, and curriculum development. This aligned with Norco's strategy of using data to guide continuous improvement and ensure that institutional goals are met. While progress has been made in several areas, the college continues to face challenges. The institution remains focused on refining strategies, leveraging data, and aligning efforts with its Educational Master Plan and broader community needs. Norco College is making progress on many of its KPIs, particularly in headcount and median earnings, but challenges remain in achieving targets related to degree and certificate completion, transfers, and reducing equity gaps, especially among African American and Latinx students (see graphic below). The institution is focusing on continuous improvement in these areas.

Norco College's 2025 KPIs aligned with its institutional mission of fostering student success, equity, and workforce readiness. By tracking progress across these performance metrics, the college ensures that its strategic goals are met while addressing areas where improvement is needed, particularly in closing equity gaps and increasing degree and certificate completions. These KPIs also support broader statewide goals for community colleges, contributing to the overall vision for student success in California.

2025 Goals, Objectives and Key Performance Indicators

2025 EMP Goals	2025 Objectives	2025 KPIs
Goal 1: (Access) Expand college access by increasing both headcount and FTES	1.1: Go from 7,366 to 8,759 total FTES	1
	1.2: Go from 14,624 headcount to 16,581 total headcount	2
	1.3: Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc)	
	1.4: Increase capture rates from feeder high schools by 4% annually	3
Goal 2: (Success) Implement Guided Pathways framework	2.1: Increase the number of degrees completed by 15% annually	4
	2.2 Increase the number of certificates completely by 15% annually	5
	2.3: Decrease AA degree unit accumulation from 88 to 74 total units on average	
	2.4: Increase the number of transfers by 15% annually	6
	2.5: Increase the number of first-time full-time enrolled students from 508 to 900	7
	2.6: Increase the percent of students who receive financial aid from 73% to 81%	
	2.7: Increase the number of students who complete transfer-level math and English by 20% per year	
Goal 3: (Equity) Close all student equity gaps	3.1: Reduce the equity gap for African American students by 40%	8
	3.2: Reduce the equity gap for Latinx students by 40%	9
	3.3: Reduce the equity gap for Men of Color by 40%	10
	3.4: Reduce the equity gap for LGBTQ+ students by 40%	11
	3.5: Reduce the equity gap for Foster Youth students by 40%	12
Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement	4.1: Increase the percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)	
	4.2: Increase the percentage of employees who complete the Racial Microaggressions certificate from 1% to 60% (285 out of 472 employees)	
	4.3: Increase the percentage of faculty who complete the Teaching Men of Color in the Community College certificate from 3% to 40% (125 out of 315 faculty)	

2025 EMP Goals	2025 Objectives	2025 KPIs
Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap	5.1: Increase the median annual earnings of all students	13
	5.2: Increase the percent of CTE students employed in their field of study by 3% annually	14
	5.3: Increase the percent of all students who attain a livable wage by 5% annually	15
	5.4: Establish the Center for Workforce Innovation to create and expand apprenticeships & work-based learning opportunities	
Goal 6: (Community Partnerships) Pursue, develop, & sustain collaborative partnerships	6.1: Establish and expand relationships with regional educational institutions	
	6.2: Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations	
	6.3: Expand partnerships with regional veterans' services and support organizations	
	6.4: Work toward reducing recidivism through incarcerated student education	
	6.5: Position the college's image and reputation as a leading academic institution in the region	
	6.6: Develop regional outreach and recruitment systems	
	6.7: Help establish a distinct regional identity, organization, and communication among our local communities	
	6.8: Stimulate regional arts development	
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	7.1: Develop a comprehensive breadth of academic programs	
	7.2: Develop Career & Technical Education programs and industry credentials related to regional needs	
	7.3: Develop and implement a plan for noncredit and noncredit-enhanced programming	
	7.4: Develop and implement a plan for expanded athletics offerings	
	7.5: Add capacity to existing disciplines with a demonstrated need	
	7.6: Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom	
	7.7: Build and support academic support services to improve student success	

2025 EMP Goals	2025 Objectives	2025 KPIs
<i>Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college</i>	8.1: Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real-time	
	8.2: Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans	
	8.3: Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan	
	8.4: Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans	
	8.5: Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan	
<i>Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture</i>	9.1: Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college	
	9.2: Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers	
	9.3: Develop a culture that recognizes/thanks employees on a regular basis and celebrates the college's successes	
	9.4: Develop a strategy to maximize the number of classified faculty and managers involved in college governance without compromising mission-critical work	
	9.5: Develop strategy to maximize student-faculty time; Resist pulling faculty from students to do administrative work; Evaluate release time	
	9.6: Develop a strategy and work collaboratively with the district to increase the proportion of full-time faculty toward the 75/25 ratio	

2025 EMP Goals	2025 Objectives	2025 KPIs
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	10.1: Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college	
	10.2: Develop and maintain the Facilities Master Plan	
	10.3: Build out funded projects (amphitheater, Center for Student Success room 217, etc.)	
	10.4: Finish Veterans Resource Center Phase 1 by Spring 2021	
	10.5: By Fall 2020, open Early Childhood Education Center	
	10.6: Develop plans and strategies to capitalize on state facilities funding to maximize local project funding availability	
	10.7: Build 2nd access road	
	10.8: Explore and pursue land acquisition adjacent to college property	
	10.9: Develop and start implementing sustainable campus	
	10.10: Design spaces that intentionally build community	
	10.11: Install immediate/temporary facilities to address current capacity needs by summer 2021	
	10.12: Enhance transportation infrastructure	
	10.13: Develop and implement plans for off-campus facilities for instructional purposes	
Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems	11.1: Design an intuitive and simple student onboarding system	
	11.2: Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle (“from recruitment to alumni”)	
Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals	12.1: Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college	
	12.2: Coordinate with RCCD to establish a BAM that allocates funding equitably	
	12.3: Support General Obligation bond campaign and implementation	
	12.4: Develop 30% of the overall budget from non-general fund revenue sources	

2020-2025 KPI Progress Summary

The 2020-2025 progress trends indicate mixed performance across Key Performance Indicators. In terms of student access, there has been an increasing trend in total FTES (Full-Time Equivalent Students) over the last three years and strong headcount growth exceeding the five-year goal in just four years. However, some areas show declining trends, such as capture rates from feeder high schools, which have dropped from year three to year four and remain below projections. Similarly, the number of degrees completed has shown a downward trend, though it still exceeds the institution's set standards. The number of certificates completed is also declining, falling below institutional standards, highlighting a potential area of concern. Efforts to reduce the equity gap for African American students have shown improvement, with the gap narrowing from year three to year four. In some cases, the gap has been completely closed, indicating significant progress. Similarly, the equity gap for Latinx students has shown some fluctuation, with a slight increase from year three to year four, though it remains below the initial projections. Overall, while there are positive signs of progress, persistent gaps indicate the need for continued targeted interventions to ensure sustained equity improvements across all student demographics. These trends suggest that while overall enrollment and access goals are progressing positively, student success, particularly completion, and student equity continue as top strategic priorities which require targeted interventions to reverse downward trends.

The 2025 KPI Progress Chart below provides a snapshot of the college's progress towards achieving our 15 Key Performance Indicators over the 2020-2025 Strategic Plan.

2020-2025 KPI Progress Trends

*Green indicates the annual metric goal was met, and red indicates it was not met. For more information regarding annual targets and outcomes achieved, please see the KPI dashboard at <https://norcocollege.edu/sd/ie/ir/index.html>.

2025 KPIs	Progress	
1		Increasing trend in the last 3 years, still below projection
2		Increasing trend, exceeding year 5 goal in year 4
3		Decrease from year 3 to year 4, below projection
4		Downward trend, still above institution set standard
5		Downward trend, below institution set standard for 2 years
6		Increase in year 4, almost meeting the institution set standard, but less than half of projection
7		Increase from year 3 to year 4, still below projection
8		Gap narrowing from year 3 to year 4, still larger than projected
		Gap completely closed in year 4 compared to large gap in year 3
		Large gap in year 4
		Gap consistently smaller than projection
9		Slight widening of gap from year 3 to year 4, larger than projection
		Gap larger than projected in year 4
		Gap consistently larger than projection
		Gap completely closed in year 4
10		Gap consistently smaller than projection
		Gap completely closed in year 4
		Gap narrowing from year 3 to year 4, slightly higher than projected
		Gap completely closed
11		Gap completely closed in year 4
		Gap completely closed in year 4
		Gap completely closed
		Growth in gap from year 3 to year 4, larger than projection
12		Growth in gap from year 3 to year 4, larger than projection
		Gap completely closed
		Growth in gap from year 3 to year 4, still below projection
		Gap completely closed in year 4
13		Consistently exceeding year 5 goal
14		Exceeding projection
15		Increasing trend, still below projection

Part 2: 2025-2030 Strategic Plan

2030 Strategic Plan

The 2030 Strategic Plan for Norco College represents a roadmap designed to address the evolving needs of our students and community in support of our Educational Master Plan goals. At the heart of this plan is the College's ongoing commitment to student access, student success, and student equity as part of our mission to inspire and transform the lives of the diverse students we serve. Our strategic plan seeks to foster a culture of continuous improvement so the college can remain agile, data-driven, and focused on enhancing student outcomes and institutional effectiveness. This is accomplished through promoting a culture of accountability, collaboration, and responsiveness.

Our 2030 Strategic Plan reaffirms our Mission, Vision, and Core Commitments, as well as our commitment to data-driven decision-making, strategic operational alignment in support of our goal and mission, and institutional effectiveness and governance to ensure the college can continually evolve to meet the needs of its diverse students while striving for excellence in educational outcomes. By focusing on transformation at the student, regional, and institutional levels, the 2025-2030 SPGM positions Norco College as a leader in equitable education and workforce development. This document not only charts a path forward but also establishes a culture of continuous improvement and collaboration.

2030 Objectives and Key Performance Indicators Summary

The Norco College 2030 Objectives and Key Performance Indicators (KPIs) serve as a strategic framework to measure institutional effectiveness and track progress towards achieving the college's long-term goals. The KPIs provide a data-driven approach to improving student success, equity, and institutional performance.

The 2030 Objectives and KPIs focus on eight key areas:

1. Enrollment and Student Access
2. Student Completion & Transfer
3. Equitable Student Success
4. Professional Development
5. Workforce Alignment
6. Institutional Effectiveness & Governance
7. Campus Facilities & Infrastructure
8. Fiscal Resources & Sustainability

Several previously established goals (6, 7, and 9) from the 2020-2025 Strategic Plan have been discontinued due to completion or inability to measure progress.

2030 Objectives and Key Performance Indicators

2030 EMP Goals	2030 Objectives	2030 KPIs
Goal 1: (Access) Expand college access by increasing both headcount and FTES	1.1 Meet or exceed district-set targets for college FTES	1
	1.2 Increase annual headcount by 3% annually	2
	1.3: Increase capture rates from feeder high schools by 4% annually	3
Goal 2: (Success) Implement Guided Pathways framework	2.1 Increase course success rate by 5% by 2030	4
	2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually	5
	2.3 Increase First-term to Second-Term Persistence of first-time students by 3% annually	6
	2.4 Increase the percentage of first-time students who complete a degree or certificate in three years by 3% annually	7
	2.5 Increase the percentage of first-time students who transfer to a four-year institution in three years by 3% annually	8
Goal 3: (Equity) Close all student equity gaps	3.1 Eliminate equity gaps for Black/African American students	9
	3.2 Eliminate equity gaps for Hispanic/Latinx students	10
Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement	4.1 Provide opportunities for professional learning that support equitable student outcomes	

2030 EMP Goals	2030 Objectives	2030 KPIs
<i>Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap</i>	5.1 Ensure alignment of academic programs with living wage careers	10
<i>Goal 6: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college</i>	6.1 Establish meaningful and ambitious goals in support of the college mission to ensure quality, continuous improvement, and innovation through the review and assessment of disaggregated data related to equitable student achievement	
	6.2 Engage in clear and effective governance practices that provide opportunities for meaningful participation and inclusion of relevant constituencies to inform institutional decision-making	
<i>Goal 7: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts</i>	7.1 Leverage facilities funding to maximize local project funding availability	
	7.2 Implementation of Sustainable Campus Components	
	7.3 Enhancement and design of spaces that intentionally build community in support of the college mission to improve equitable student success	
	7.4 Enhance transportation infrastructure	
<i>Goal 8: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals</i>	8.1 Coordination with RCCD to refine the Budget Allocation Model (BAM) that allocates funding equitably to support the fulfillment of the college mission	
	8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement	

2030 Strategic Alignment

2030 Strategic Alignment to Operational Divisions

Norco College's Strategic Goals for 2030 are aligned with the institution's divisional structure, ensuring clear accountability and collaboration in achieving institutional priorities. Each division is responsible for implementing specific objectives that contribute to the overall mission of student success, equity, and institutional excellence. The following table provides the division alignment to the 2030 strategic goals and objectives.

Division	EMP Goals	Objectives
Academic Affairs	Goal 1: Access Goal 2: Success Goal 5: Workforce	1.1 Meet or exceed district-set targets for FTES 2.1 Increase course success rate by 5% 2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually 5.1 Align academic programs with living-wage careers
Business Services	Goal 7: Facilities Goal 8: Resources	7.1 Maximize facilities funding 7.2 Implement Sustainable Campus Components 7.3 Enhance student spaces 7.4 Improve transportation 8.1 Refinement of the Budget Allocation Model (BAM)
Planning & Development	Goal 3: Equity Goal 4: Professional Development Goal 6: Effectiveness Goal 8: Resources	3.1 Eliminate equity gaps for Black/African American students 3.2 Eliminate equity gaps for Hispanic/Latinx students 4.1 Expand professional learning for student outcomes 6.1 Set and assess ambitious student success goals 6.2 Strengthen governance & Participation 8.2 Secure grants & private funding
Student Services	Goal 1: Access Goal 2: Success Goal 5: Workforce	1.2 Increase annual headcount by 3% 1.3: Increase capture rates from feeder high schools by 4% annually 2.3 Increase First-term to Second-Term Persistence of first-time students by 3% annually 2.4 Increase 3-year degree/certificate completion by 3% annually 2.5 Increase 3-year transfer rate by 3% annually 5.1 Align academic programs with living-wage careers

The four divisions at Norco College work collaboratively to achieve the mission, vision, core commitments, and institutional priorities through operational leadership in key areas aligned with the KPI's and Objectives:

- **Academic Affairs** is focused on enrollment growth and student success, overseeing efforts to increase FTES, headcount, and course success rates. This division also plays a key role in improving student completion and transfer outcomes
- **Business Services** is responsible for physical and fiscal resource management, including facilities development, transportation, budget allocation, and sustainable infrastructure improvements, all of which support student success and institutional sustainability.
- **Planning & Development** leads equity, institutional effectiveness, and professional development, working to eliminate achievement gaps, support governance participation, and provide learning opportunities that enhance student outcomes.
- **Student Services** supports student access, persistence, and workforce alignment, ensuring students receive the necessary academic, financial, and career resources to complete their programs and transition to four-year institutions or living-wage careers through a comprehensive Standard of Care.

By strategically aligning divisions with the 2030 goals, Norco College ensures collaborative implementation, resource optimization, and continuous improvement in advancing student success, equity, and operational efficiency.

2030 Strategic Alignment to Leadership Councils

The 2030 Strategic Plan is guided by a structured governance framework that aligns institutional goals with the leadership councils responsible for key decision-making and implementation. Each council plays a distinct role in advancing student success, institutional effectiveness, resource management, and governance, ensuring continuous improvement and alignment with ACCJC accreditation standards.

- College Council serves as the overarching body that integrates the work across all leadership councils, ensuring institutional progress toward strategic goals and college mission by making recommendations to the Executive Cabinet and College President.
- Academic Council (AC) oversees instructional programs, library, and learning support services, ensuring equitable access and success by maintaining high academic standards across all modes of delivery.
- Institutional Effectiveness & Governance Council (IEGC) is responsible for institutional quality, governance, and strategic planning, providing oversight for institutional effectiveness and governance procedures related to program review, assessment, document control, and data governance.
- Resources Council (RC) focuses on human, physical, technological, and financial resource management, ensuring alignment with facilities planning and fiscal sustainability, including budget allocation models.
- Student Support Council (SSC) plays a critical role in enhancing student support services, equity, and engagement, ensuring that services align with students' diverse educational needs and contribute to improved success outcomes.

By aligning ACCJC accreditation standards with the college's strategic goals and operational responsibilities, these leadership councils ensure that Norco College operates effectively, equitably, and

sustainably in pursuit of our 2030 vision. This structure promotes collaborative governance, data-driven decision-making, and continuous institutional improvement to better serve students and the community.

College Council

The College Council oversees and directs the common work of the leadership councils, monitors institutional progress toward achieving college goals, and provides recommendations to the Executive Cabinet and the College President.

ACCJC Standard	Goal/Objective	Example Task
1.3 1.5	Key Performance Indicators 1-15	Review, discuss, and provide recommendations on institutional progress towards achieving its mission and goals to support continued improvement through the regular review of meaningfully disaggregated data.

Academic Council

The Academic Council (AC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities related to instructional programs, library, and learning support services. The AC provides leadership and retains responsibility for ACCJC Standard 2 (focusing on standards 2.1, 2.2, 2.3, 2.5, and 2.6) while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The AC works collaboratively with the Academic Senate to make recommendations to the College Council and the Vice President of Academic Affairs.

ACCJC Standard	Goal/Objective	Example Task
2.2	(1) Access (2) Success	Review and evaluation of the design and delivery of academic programs across all modes of delivery that reflect relevant discipline and industry standards and support equitable attainment of learning outcomes and achievement of educational goals.

Institutional Effectiveness & Governance Council

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding strategic functions, plans, and activities related to mission, academic quality, institutional effectiveness, institutional integrity, leadership, and governance. The IEGC provides leadership and retains responsibility for ACCJC Standards 1 and 4 while communicating with the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The IEGC recommends to the College Council and the Vice President of Planning & Development.

ACCJC Standard	Goal/Objective	Example Task
1.4 4.3	(6) Effectiveness, Planning and Governance	Review, evaluate, and provide recommendations on processes and procedures of institutional effectiveness (i.e., program review, assessment, institution-set standards, etc.) and governance structure and procedures (i.e., decision-making and participation).

Resources Council

The Resources Council (RC) coordinates, discusses, and makes recommendations regarding strategic

functions, plans, and activities related to human, physical, technological, and financial resources. The RC provides leadership and retains responsibility for ACCJC Standard 3 while communicating with the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The RC recommends to the College Council and the Vice President of Business Services.

ACCJC Standard	Goal/Objective	Example Task
3.6	(7) Facilities (8) Resources	Review and provide recommendations on resource allocation and budget development practices including budget allocation model for the college/district and policies to guide fiscal management related to reserves.

Student Support Council

The Student Support Council (SSC) coordinates, discusses and makes recommendations regarding strategic functions, plans, and activities throughout student support services. The SSC provides leadership and retains responsibility for ACCJC Standard 2 (focusing on standards 2.4, 2.7, 2.8, and 2.9) while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The SSC recommends to the College Council and the Vice President of Student Services.

ACCJC Standard	Goal/Objective	Example Task
2.8	(2) Success (3) Equity	Review, evaluate, and provide recommendations regarding continued improvements in effectively supporting students' unique educational journeys through comprehensive student support and engagement.

2024 Accrediting Commission for Community and Junior Colleges Standards

Norco College is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) and the Western Association of Schools and Colleges, a recognized agency by the Council for Higher Education Accreditation and the U.S. Department of Education. In 2020, Norco College received a Reaffirmation of Accreditation for seven years and acceptable and appropriate progress in the 2024 Midterm Report. The college supports and participates in institutional accreditation through our continuous commitment to improvement. The college is actively preparing for the 2027 Institutional Self-Evaluation Report.

Norco College accreditation details can be found online at norcocollege.edu via the Accreditation link on the homepage footer.

Per ACCJC, the Commission reviews (and, if needed, revises) its Accreditation Standards every ten years. Beginning in 2021, ACCJC started its formal review and revision of the 2014 Accreditation Standards as part of its ongoing efforts to advance equitable student success and educational excellence. The Standards Review is also consistent with ACCJC's core goal of supporting its member institutions' ongoing learning, improvement, and innovation as they pursue their unique institutional missions, visions, and cultures. In June 2023, the Commission adopted the 2024 Accreditation Standards.

The 2024 Accreditation Standards can be found online at accjc.org via the Standards and Policies link.

Part 3: Governance Manual

Executive Summary

The Governance Manual outlines the governance structures of the college and the district, with a particular focus on providing clear descriptions of the various stake holders at the college and district, the roles and responsibilities of said stakeholders, and the specific ways in which operational decisions are considered, discussed, and enacted. The Governance Manual consists of the following sections:

1. An overview of the values and commitments that guide governance structures and decision-making at the college.
2. Descriptions of the primary governance entities at the district and college.
3. Descriptions of governance procedures and expectations for councils, committees and other college governance entities.

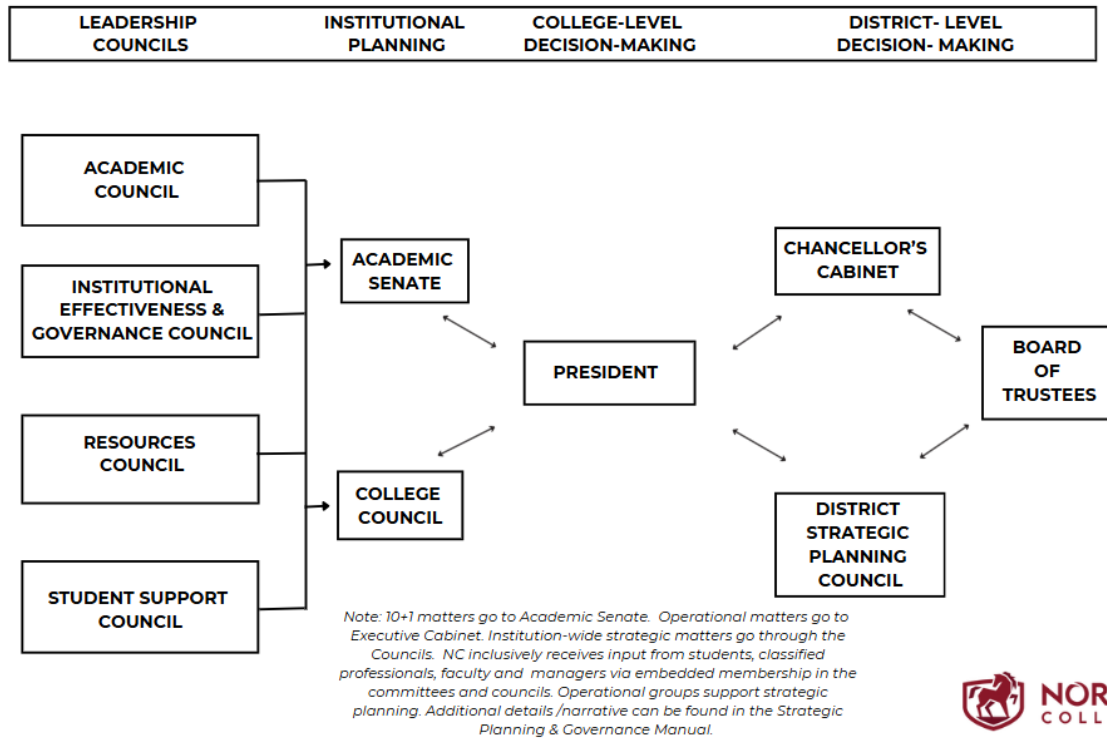
Governance Overview

Participatory Governance

Norco College seeks to conduct operational decisions and actions through a framework of participatory governance. At Norco, participatory governance is understood to mean a philosophy and structure which provides each constituent group, through their representatives, the opportunity to participate in the College's planning process, the College-wide creation and implementation of initiatives; and the development, review, and revision of policies and procedures that guide the goals and function of the College. In practice, this philosophy and structure is accomplished by councils, committees, and other groups created to encourage collegiality and cooperation, facilitate effective and purposeful communication, and resolve issues cooperatively, mutually supportive, and Mission-focused.

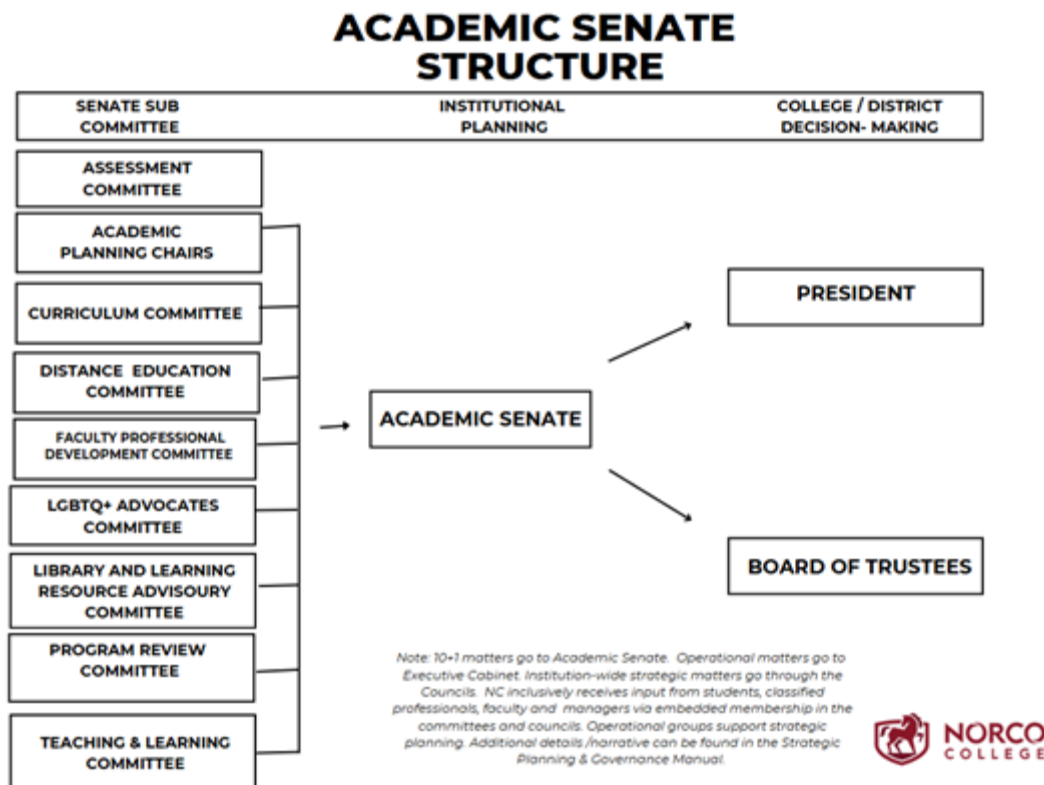
The graphic outlines the governance structure at Norco College, illustrating the decision-making hierarchy from leadership councils to district-level governance. It highlights four key leadership councils—Academic Council, Institutional Effectiveness & Governance Council, Resources Council, and Student Support Council—whose recommendations feed into the Academic Senate and College Council. These bodies then communicate with the College President, who collaborates with the Chancellor's Cabinet and the District Strategic Planning Council. Ultimately, the Board of Trustees oversees district-wide decisions. The structure ensures broad input from faculty, classified professionals, managers, and students, supporting strategic planning and operational decisions

GOVERNANCE STRUCTURE



The Academic Senate serves as the central body, receiving input from multiple Senate Subcommittees, including the Assessment Committee, Curriculum Committee, Distance Education Committee, LGBTQ+ Advocates Committee, and others focused on academic planning, teaching, and program review. The Academic Senate then forwards recommendations and decisions to the College President and the Board of Trustees, ensuring faculty voices shape governance and strategic planning. The structure promotes inclusive decision-making and shared governance at the college.

All of the Senate Sub-Committees share alignment to College Leadership Councils. Assessment Committee, Program Review Committee, Faculty Professional Development Committee, and Teaching and Learning Committee align to IEGC. Academic Planning Chairs, Curriculum Committee, Distance Education Committee, LGBTQ+ Committee, and Library and Learning Resource Advisory Committee align to Academic Council.



Participatory governance at Norco College is achieved in the spirit of cooperation, collaboration, and collegiality. To facilitate these goals, the college's constituent groups are encouraged to adhere to the following General Principles in their communications, engagement with colleagues, and service to students.

Guiding Principles of Participatory Governance at Norco College:

1. All decision-making is based on the recognition that Norco College and the Riverside Community College District exist to serve students through educational efforts that improve student outcomes and address historical equity gaps.
2. All constituent groups have a vested interest and a role in ensuring that Norco College fulfills its mission as defined by the state legislature, the State Board of Governors, and the Board of Trustees of the Riverside Community College District.
3. Planning and decision-making are most effective through mutual agreement, achieved by active participation and collegial interaction among all constituent groups.
4. The most effective way to develop policies and procedures is to ensure opportunities for involvement from the constituent groups affected by their implementation.

5. Representatives of constituent groups involved in the participatory/shared governance process are expected to keep their respective groups informed of the proceedings and recommendations of governance groups.
6. All members of the college community are welcome to attend governance meetings as guests to provide input and participate in dialogue. Additionally, individuals not serving as representatives may share concerns with the elected representatives of their constituent groups, anticipating that their views will be represented in governance councils, committees, and other groups.

Definitions of Groups

Norco College contains various groups that serve as part of participatory/shared governance and contribute to its operation and strategic development. The following definitions are meant to guide this manual's users and assist those seeking to establish new groups to identify what they are trying to establish more effectively. Please note that some groups may deviate from particular elements of these definitions and that these definitions are provided only as guidance. Additionally, please note that other participatory/shared governance entities within the college established by legislation, Ed Code, collective bargaining, or other outside agencies (e.g., Academic Senate, CTA, CSEA) may contain groups that follow different definitions.

1. Councils – Councils at Norco are generally defined as bodies that contain the following features:
 - a. Councils are primarily responsible for decision-making and making recommendations related to the college's strategic vision.
 - b. Voting membership comprises representatives from all significant constituent groups at the college: administration, faculty, classified professionals, and students.
 - c. Voting members are specifically identified and selected by their constituent groups. Only those individuals specifically identified and selected can serve as voting members.
 - d. Councils meet on a regular schedule. They publish agendas before meetings and produce minutes of meetings.
 - e. Councils are established bodies that do not need to be regularly reaffirmed or reconstituted to continue their work. They have a charter that is reviewed regularly.
2. Committees – Committees at Norco are generally defined as bodies that contain the following features.
 - a. Committees are primarily responsible for decision-making, and recommendations related to the operational functions of the college.
 - b. Voting membership varies across college committees and standing committees of the Academic Senate. Standing committees of the Senate are commonly composed of representatives of just one or two major constituent groups. Voting members on college committees are typically identified
 - c. Committees meet on a regular schedule. They publish agendas before meetings and produce minutes of meetings.
 - d. Committees are generally constituted by a higher organizing body (e.g., committees of councils, committees of the Academic Senate, etc.). A committee's continued function is at the behest of its higher organizing body. Committees have a charter that is reviewed on a regular basis and reaffirmed by its higher organizing body.
3. (Operational Groups) Advisory Groups, Networks, Planning Teams, Project Teams, Taskforces, and Workgroups.
 - a. The above groups are generally constituted on an ad-hoc basis to complete a specific task or

- review a particular issue.
- b. The above groups may or may not have voting membership, depending upon a specific group's needs.
- c. The group itself determines membership: membership may be open to all, limited to specific constituent groups, or limited to particular individuals or expertise as identified by the group or by the body creating the group.
- d. The above groups are encouraged to generate agendas, but doing so is not required. They are also encouraged to produce notes (rather than minutes) and share these notes as appropriate.
- e. The above groups do not generally need a charter, though they can create one if desired. They generally exist until their task is complete and then disband.

Participants

The following entities represent primary participatory/shared governance bodies at Norco College and Riverside Community College District. The descriptions here provide an overview of each group, their roles in the governance and strategic planning of the College and District, and bodies that serve as representatives of each group.

Board/Chancellor

- Description of group (50-100 words)
 - The description should provide a basic overview of the group, its composition, and its general position within the District and/or College structure.
- Roles of Group/Person in College Governance (100-150 words)
 - The roles should provide a basic overview of the group's functions, with more specific details than those provided in the description. The roles section should not be seen as an exhaustive list and instead, provide only a brief overview of primary responsibilities and/or roles within operational and strategic decision-making.
- Relevant Bodies (50-100 words)
 - Relevant Bodies should list those major entities that serve as representatives of the group in operational and strategic decision-making. For example, the Faculty Senate and the CTA would be two “relevant bodies” for faculty.

President

- Description of group (50-100 words)
- Roles of Group/Person in College Governance (100-150 words)
- Relevant Bodies (50-100 words)

Administration

- Description of group (50-100 words)
- Roles of Group/Person in College Governance (100-150 words)
- Relevant Bodies (50-100 words)

Faculty

- Description of group (50-100 words)
- Roles of Group/Person in College Governance (100-150 words)
- Relevant Bodies (50-100 words)

Classified Professionals

- Description of group (50-100 words)
- Roles of Group/Person in College Governance (100-150 words)
- Relevant Bodies (50-100 words)

Students

- Description of group (50-100 words)
- Roles of Group/Person in College Governance (100-150 words)
- Relevant Bodies (50-100 words)

Council and Committee Structures

The college uses common council and committee structures to establish greater clarity and facilitate broader participation. These common structures create clear expectations about how Councils and Committees will function and enable College members to participate more easily in Council and Committee activities.

Common Council and Committee Structures including the following elements:

- Chair/Co-Chair System
- Membership Appointments
- Student Participation
- Charter Requirements

Chair/Co-Chair System

In recognition that the Councils, Committees, and other groups governed by this manual have different functions, needs, and requirements, this manual does not establish direct requirements for how the Chairs/Co-chairs of each Council, Committee, or other group should be chosen and operate (with some exceptions; see below). Instead, this manual provides the following guidelines to assist Councils, Committees, and other groups with establishing more effective governance procedures.

- Council and Committee chairs/co-chairs are voting members of their groups and are counted for the purposes of quorum.
- Councils and Committees with membership from multiple constituencies are encouraged to adopt a co-chair/tri-chair system.
 - Norco College has a long tradition of shared leadership among administrators, classified professionals, and faculty. Co-chair/tri-chair systems honor this tradition and help to provide all constituency groups with a voice in the College's Council and Committee leadership structures.
- Councils and Committees that include membership from multiple constituencies and adopt a co-chair/tri-chair system are encouraged to follow these guidelines:
 - When chair positions are held by a particular constituency, the voting members of the Council or Committee who are part of that constituency are responsible for selecting the relevant chair.
 - Co-chairs/tri-chairs should serve two-year terms with no term limits.
 - Co-chairs/tri-chairs should serve in staggered terms to help prevent an entire Council or Committee's leadership changing simultaneously.

- If a co-chair/tri-chair resigns their position before the end of their term, the Membership Appointment authority or the Council or Committee voting members of the relevant constituent group shall select an individual to finish the remaining term.
- Councils/committees should maintain a document detailing the terms of chairs/co-chairs.

Membership Appointments

For Councils, Committees, and other groups where a constituent representative is warranted/requested, the following Membership Appointment procedures shall be used:

- Administrative appointments shall be determined by the President and Executive Cabinet.
- Classified Professional appointments shall be determined by CSEA Chapter 535.
- Faculty appointments shall be determined by the Norco College Academic Senate.
- Student appointments shall be determined by the Associated Students at Norco College (ASNC).

Individuals or groups seeking appointments should contact the relevant appointment-making body for more information on that body's policies and procedures.

Student Participation

As students and student success are a primary focus of the College, the College values and encourages student participation in the development of college policies and procedures that significantly impact students. Moreover, students' right to participate in developing college policies and procedures that impact them is contained within the California Education Code and current Accreditation standards.

Student participation is primarily achieved by having students serve as Council and Committee members. To better facilitate and encourage student participation, all College members are encouraged to observe the following recommendations:

- College employees should recognize and appreciate the uniqueness of student members' experience at and with the College.
- College employees should take care to ensure abbreviations, acronyms, and other jargon are clear to student members.
- College employees should encourage and solicit student participation. All efforts should be made to ensure that student participation is valued and that student participants are welcomed.

The first Guiding Principle of the College holds that the College and District "exist to serve students through educational efforts that improve student outcomes and address historical equity gaps." Successful adherence to this Guiding Principle requires that all college members work to create environments in which students feel welcome to actively participate in the College's Councils, Committees, and other groups.

Council/Committee Templates

The following pages contain charters for Councils and Committees representing all standing bodies active in the college at the time this edition of the Strategic Planning and Governance Manual was published. While this list and the descriptions will be updated annually as necessary, readers are encouraged to contact any listed body directly for more current information.

Please find up-to-date council and committee information online at the Norco College governance website.

This section includes the following:

- Charter Requirements
- List of Councils and Committees

Charter Requirements

Charters at Norco College serve two purposes:

- Charters serve as a central location for basic information about each Council and Committee.
- Charters provide a central organizational document to help orient the efforts of Councils and Committees regarding their contributions to the operational and strategic efforts of the college.

All charters contain the following elements:

- Name of Council/Committee
- Description: a 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
- Meeting Schedule
- Chair/Co-Chairs (include constituent group when relevant)
- Membership: names of members and relevant constituent groups (e.g., faculty, classified professionals, etc.) from which each membership is drawn.
- Key Performance Indicators/Goals: specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue.
- Equity Focus: a brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
- Edition Date: date of their most recent revision and dates of previous versions of the charter.
- Support Staff: support staff assigned to the Council/Committee should be publicly available online and linked on the charter.

Refer to the Charter Procedures (under Governance Procedures) prior to making changes to any of the above charter elements.

List of Councils and Committees

Councils

- List all Councils in alphabetical order.

Committees

- List all Committees in alphabetical order. Consider labeling Committees as [College] or [Senate] to make distinguishing each Committee's position easy.

Name of Council/Committee
Description (25-50 words):
Oversight Council or Committee:
Meeting Schedule:
Chair:
Membership:
Key Performance Indicators/Goals:
Equity Focus:
Edition Date:
Link to council/committee site with Membership Roster

Communication & Decision-Making

Principles of Decision-Making

The following section outlines the basic decision-making procedures for use by bodies governed by this manual. While individual councils, committees, and other groups may change some decision-making procedures to fit particular circumstances, groups are generally encouraged to follow the procedures outlined below. Using uniform decision-making procedures allows for easier participation by new members and creates standard expectations about how governance groups will function.

This section covers the following areas:

- Consensus and Voting
- Quorum Requirements

Consensus and Voting

Consensus

All college bodies are encouraged to use consensus as their primary decision-making method. This focus fits with the College's guiding principles and encourages constituent groups to engage openly and honestly and prioritize compromise to settle disagreements.

Consensus is characterized by the following five elements:

1. **Collaboration:** The group develops proposals with input from all interested group members.
2. **Inclusion:** The group includes all appropriate constituencies in its discussions and seeks to identify relevant voices that might be missing.
3. **Participation:** All interest group members contribute to the discussion. The group solicits contributions from all group members and seeks to identify any voices that might not yet have been heard.
4. **Agreement Seeking:** The group makes a concerted attempt to reach a complete agreement that is satisfactory to all group members
5. **Cooperation:** Decisions may incorporate individual concerns but are designed to benefit the whole group. Personal preferences do not override the needs and interests of students, the College, the District, and other constituent bodies.

It is important to remember that consensus does not mean or require full endorsement by all members of a given decision. Consensus almost always involves compromise; reaching consensus most often means that all group members agree that they can support a decision while also acknowledging that members may hold reservations about certain parts of the decision. Consensus requires the group to attempt to hear members' perspectives for mutual understanding and to strive for compromise.

Councils, committees, and other groups are encouraged to use the following best practices to reach consensus:

- **Clarification of the Issue:** At the outset of the discussion, the group works to identify the issue being considered and the details of any proposals.
- **Discussion/Dialogue:** Participants combine their insights and knowledge to develop a broader and collective understanding of the issues.
- **Participation:** Council, committee, or workgroup members accept responsibility for attending meetings, designating a substitute when unable to participate, contributing to the discussion,

and following up on action items. Committee chairs are expected to schedule meetings to maximize participation.

- Support: Once a consensus is reached, all group members are expected to support the decision-making process.
 - At the same time, groups are encouraged to share the differing viewpoints that were expressed through their minutes and to forward all viewpoints to the next decision-making level to give a complete picture of the issues considered.

Voting

For those decisions where consensus is not achievable, voting should be used to make decisions. Groups are asked to use the following principles when voting:

- Chairs and co-chairs of Councils and Committees are considered voting members and encouraged to participate.
 - Advisory groups, task forces, and other entities are encouraged to treat chairs and co-chairs as voting members but can adopt different rules as appropriate.
- Voting should be public, with all group members expressing their votes openly. Secret ballots should be used only on rare occasions.
 - One notable area where secret ballots may be preferable is votes to elect officers or members of a particular group or other situations in which members are chosen for particular roles. If possible, such decisions should also be reached via consensus.
- Vote totals (e.g., for, against, and abstain) should be recorded and included in a group's minutes.
- **Electronic voting is not allowed for groups subject to the Brown Act. Groups not subject to the Brown Act can use electronic voting as appropriate. E-voting procedures are details in Institutional Effectiveness Procedures for groups not subject to the Brown Act, including all Leadership Councils and Committees.**
 - Groups subject to the Brown Act may use electronic means to conduct elections (e.g., Academic Senate may use electronic voting to elect officers or other representatives).
- Once a vote is taken, all group members are expected to support the decision-making process.
 - At the same time, groups are encouraged to share the differing viewpoints that were expressed through their minutes and to forward all viewpoints to the next decision-making level in order to give a full picture of the issues considered.

Quorum Requirements

Councils and committees are required to establish quorum to make decisions, whether those decisions are reached by consensus or voting. Unless otherwise stated in a group's charter or by-laws, quorum is 50% + 1 of the group's voting membership (please see Electronic Voting Procedures for groups not subject to the Brown Act).

Chairs and co-chairs are counted towards the determination of quorum.

If a group does not establish quorum, it can still discuss the items on its agenda, and the group should still take minutes of the meeting.

Principles of Communication

A shared/participatory governance structure requires effective communication with and between the groups that contribute to the college's operational and strategic success. All groups are encouraged to

follow the Principles of Communication to help ensure that college members are aware of decisions, the decision-making process, and other ongoing efforts and initiatives.

The Ralph M. Brown Act (“the Brown Act”) governs public access to legislative meetings in the state of California. While only certain bodies at the College are officially governed by the Brown Act (ex: Norco College Academic Senate), it still serves as a guide for best practices in communication with the College, the District, and the public at large. Leadership Council and Committees are not subject to the Brown Act at Norco College. The following principles of Communication are heavily based on the requirements of the Brown Act. Please note that groups subject to the Brown Act, i.e. Academic Senate, may have requirements above and beyond the principles listed below.

In the spirit of collegiality and transparency all governance bodies should provide the following publicly available documents:

- Membership Roster
- Agendas
- Minutes
- Websites

Agendas

Councils and committees should publicly publish agendas at least three days (including weekends) before a meeting. Publication and contents of agendas should follow these guidelines.

- Agendas should be published as widely as is practical. In general, agendas should be, at the very least, sent via email to the College as a whole.
- Agendas should include the following information:
 - The name of the Council or Group.
 - The meeting date, time, expected duration, and location, including physical and virtual location information as appropriate.
 - How many members must be present to achieve quorum.
 - Whether the group is subject to the Brown Act.
- Agendas should include the following elements:
 - Approval of Agenda/Approval of Minutes
 - Comments from the Public/For the Good of the Order
 - All agendas should contain a specific opportunity for interested parties to share their positions on issues of interest to the group.
 - Action Items.
 - These are proposals upon which the group intends to decide.
 - Groups are encouraged to use the principle of 1st reading/2nd reading. Groups are encouraged not to decide on an item the first time the item appears before the group. Exceptions may be made as appropriate for particularly uncontroversial or uniformly supported actions.
 - **Actions items should not be added to an agenda after its publication.**
 - In those extreme circumstances in which an action item must be added to an agenda after its publication, a revised draft of the agenda should be published, with specific effort made to clarify the exact nature of the revision.
 - **Action items should not be added to the agenda during a group’s meeting.**
 - Adding an action item at a group’s meeting defeats a primary goal of the Brown Act: to ensure that all interested parties are aware of an upcoming decision and can voice their respective positions on the decision.

- Information/Discussion Items.
 - These are proposals or other forms of group business that will be shared and discussed, with no intent to act.
- Agendas may optionally include the following:
 - The group’s mission statement and purpose.
 - A link to the group’s website.
 - Attachments to decision-making and other relevant material.
 - Any other information that facilitates good communication and full participation of all interested parties.

Visit the [Norco College Governance Resources webpage](#) to access a sample agenda and agenda template.

Minutes

The previous version of the Strategic Planning & Governance Manual distinguished between minutes and notes. To clarify and simplify, the idea of notes is being removed. Instead, all councils, committees, and other groups must generate and publish minutes of their meetings.

As a general guiding principle, minutes are expected to represent a full meeting record and be brief yet accessible.

- By “full record,” we mean that minutes should include decisions reached and a summary of the deliberation surrounding those decisions. Minutes should also include summaries of information and discussion items.
- By “brief yet accessible,” we mean that minutes should be succinct summaries of relevant decisions, discussions, and information items but detailed enough that readers who were not present at the meeting can still develop a strong sense of the meeting’s contents.

This focus on more detailed minutes serves several purposes. First, it facilitates stronger communication with the college. Second, it enables a greater understanding of the decisions made and the decision-making process. Finally, it provides valuable evidence necessary for accreditation and other governance purposes.

The contents of the minutes should follow these guidelines.

- Minutes should include the following information:
 - The name of the Council or Group.
 - The meeting date, the meeting time, and the meeting location, including both physical and virtual location information as appropriate.
 - The names of all individuals present at the meeting.
 - Councils, committees, and groups with set membership rolls may distinguish between members and visitors.
 - Councils, committees, and groups with set membership rolls may identify absent members.
- Minutes should include the following elements:
 - A description of any decisions that were made. The description of each decision should include the following elements:
 - A description of the decision.

- The names of the group members who made and seconded the motion to approve the decision.
- Whether the decision was made by consensus or voting.
- If the decision was made by voting, vote totals (yes, no, abstain) should be included.
 - A brief yet accessible summary of any discussions surrounding the decision.
- A description of information/discussion items.
 - The description should be brief yet accessible.
 - For items that involved discussion, groups may determine on their own whether to include the names of the individuals who participated in the discussion.
- A brief yet accessible description of any issues raised during Comments from the Public/For the Good of the Order.
- Any other information or details deemed necessary for individuals who did not attend the meeting to understand the meeting's contents.

The publication of minutes should follow these guidelines:

- Members of the group should have the opportunity to review and offer revisions to minutes before official publication.
- Minutes for one meeting should be considered and approved at the next meeting.
- The minutes should include as an appendix any documents or presentations that were shared at the meeting.
- Once approved with any revisions, minutes should be published on the group's website. Approved minutes may also be published by other means (e.g. email) as appropriate.
- Draft minutes may be distributed before approval when necessary. However, the draft status of said minutes should be clearly marked.
- Any documentation presented at the meeting must be added to the meeting minutes as an appendix (no links).
- Meeting minutes and agendas need to be submitted to the college's document control platform for historical record.

Visit the [Norco College Governance Resources webpage](#) to access details regarding the procedures for Document Control, as well as a sample of meeting minutes and meeting minutes template.

Websites

All Councils and Committees of the College are expected to maintain websites regarding their group (all other groups should determine on their own whether a website is necessary, but in general, groups are encouraged to establish and maintain websites to facilitate communication and openness). Previously, there have been no guidelines on what websites should contain. These guidelines aim to create a more uniform, College-wide website development and maintenance approach.

Responsibility for Website Updates

All groups with a website should assign a person or team to be formally responsible for updating the website (either directly or by working with College or District IT to implement the updates). While this responsibility will commonly fall to the chair/co-chairs, any group member can perform this task. The person/team assigned should expect to perform the following duties:

- Review the website at the beginning of each semester to identify needed updates.
- Perform a monthly review and update of the council/committee website to ensure documentation is uploaded and accessible. This includes agendas with documentation and meeting minutes.

- At the conclusion of each term (Fall and Spring), work with the College or District IT for assistance and support as needed to ensure the site is fully functional and up to date.

Website Guidelines

All College group websites are expected to have the following elements. Please note that these elements are considered only a starting point and that groups can and likely should include additional information beyond these guidelines to carry out the group's charge best.

The expected elements consist of the following:

- Name.
- A description of the group's purpose and/or the group's mission statement.
- The regular meeting dates, times, and locations, including physical and virtual as appropriate.
- Contact information.
 - The primary contact will likely be the chair or co-chairs.
 - Contact information should include how to submit items for the group's agendas.
- Group Membership.
 - Group Membership should be updated at least annually and ideally at the beginning of each semester.
 - Chairs/co-chairs should be clearly identified.
 - If a group's membership is based on representation from particular College communities, those affiliations may be included (i.e. the Student Representative may be identified as such, the Representative from a particular School or constituent group may be identified as such).
- A statement regarding how group members are selected or who is welcome to join the group.
- The groups currently assigned KPI/Objective alignments.
- Archives of past agendas, minutes, and membership rolls.

Principles of Decision-Making – Consensus and Voting¹

The following section outlines the basic decision-making procedures for use by bodies governed by this manual. While individual councils, committees, and other groups may change some procedures to fit particular circumstances, groups are generally encouraged to follow the procedures outlined below. Uniform decision-making procedures allow for easier participation by new members and create standard expectations about how governance groups will function.

This section covers the following areas:

- Robert's Rules of Order
- Brown Act
- College Meeting Calendar
- College Structure

Robert's Rules of Order

Norco College has historically referred to Robert's Rules of Order in the College's operation of its Councils and Committees. However, the College has never emphasized strict adherence to Robert's Rules. Instead, the College has used the Rules as a general framework and has supplemented that framework with general expectations of collegiality and cooperation. In recognition of this history and the College's general desire to emphasize consensus and

collegiality over strict adherence to particular rules, the manual encourages Councils, Committees, and other groups to use the basic elements of Robert's Rules but to adjust rules to fit the goals and culture of the relevant group.

Brown Act

The Ralph M. Brown Act (Gov. Code, § 549501 et seq., hereinafter “the Brown Act,” or “the Act”) governs meetings conducted by local legislative bodies, such as boards of supervisors, city councils and school district boards. The Act represents the Legislature’s determination of how the balance should be struck between public access to meetings of multi-member public bodies on the one hand and the need for confidential candor, debate, and information gathering on the other.

[Visit the Norco College Governance Resources webpage to access the Brown Act Trainings, Roberts Rules Cheat Sheet and Citations.](#)

College Meeting Calendar

[Visit the Norco College Governance Resources webpage to access the Standing Meetings Calendar.](#)

Part 4: Institutional Effectiveness and Governance Procedures

Institutional Effectiveness & Governance Procedures

The College's Leadership Councils (Academic Council, the College Council, the Institutional Effectiveness & Governance Council, the Resources Council, and the Student Support Council) have made significant strides in advancing their assigned objectives per our established procedures in institutional effectiveness. Shared challenges across all councils include role clarity, communication gaps, and the need for better alignment between strategic planning and operational execution, as evidenced by the IEGC Audit Findings and councils' Reports of Effectiveness. The implementation of targeted solutions like improved onboarding for members, structured annual planning, and more precise communication channels are recommended to enhance overall governance and effectiveness in achieving institutional goals in support of the college mission and vision to ensure equitable student outcomes.

The following procedures articulate the processes for continued improvement and innovation at Norco College.

Institutional Procedures

Mission, Vision, and Core Commitments Review Procedures

Purpose: The purpose of the Mission Statement, Vision, and Core Commitments Review procedure is to ensure that Norco College has a clearly defined mission that reflects its character, values, organizational structure, and unique student population. Regularly reviewing the mission statement allows internal and external stakeholders to reaffirm the College's commitment to providing equitable educational opportunities and outcomes for all students.

Standard I: Institutional Mission and Effectiveness

The institution's mission clearly reflects its character, values, organizational structure, and unique student population. The mission outlines the institution's explicit commitment to equitable student achievement and serves as a guiding principle for institutional planning, action, evaluation, improvement, and innovation.

The institution has established a 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 student outcomes. (ER 6)

Scope: The Mission Statement, Vision, and Core Commitments Review procedure requires the participation of all internal and external stakeholders at the institution. It serves as the guiding principle for institutional planning, action, evaluation, improvement, and innovation. Moreover, the mission statement, vision, and core commitments direct resource allocation, innovation, and continuous quality improvement through the ongoing systematic planning and evaluation of programs and services.

Timeline: Every five years (beginning in the 2024-2025 academic year), the Vice President of Planning & Development and the Accreditation Faculty Lead will lead the review and revision of Norco College's Mission Statement, Vision, and Core Commitments in year four of the strategic plan cycle. The procedure will align with the evaluation of the strategic planning process and the update of the Strategic Planning and Governance Manual.

Procedure: Led by the Vice President of Planning & Development and the Faculty Accreditation Lead, the college will undergo a process of reviewing and revising the college mission, vision, and core commitments every five years. This includes college-wide feedback, revision approval by the Academic Senate and College Council, and district-level approval via the District Strategic Planning Committee and the Board of Trustees.

Instructions:

1. **Initiate the Mission, Vision, Core Commitments (MVCC) Review Process:** Develop/launch a college wide survey with support from the Office of Institutional Effectiveness in year four of a five-year strategic plan to collect college wide input to review the current MVCC and propose revisions to the MVCC.
2. **College Wide Survey Data Review:** The VPPD will collect and engage in initial data review and sensemaking with the Office of Institutional Effectiveness.
3. **Distribute MVCC Review Feedback and Revisions:** Share college feedback and proposed revisions of MVCC to college community.
4. **Newly Revised MVCC Distributed for College Approval:** The newly revised MVCC will be presented at all college leadership councils as an Action Item, including Academic Senate and College Council for approval. Academic Senate and College Council will provide a formal recommendation of the MVCC to Executive Cabinet and the College President.
5. **District Review and Approval:** The College President will forward the approved draft to the District Strategic Planning Committee, the Chancellor's Cabinet, and finally, the Board of Trustees for approval.
6. **Adoption and Communication:** The College President will distribute the revised approved mission statement, vision, and core commitments to the Norco College community, while the Office of Planning and Development will provide guidance on updating the college's print and online documentation.

Assessment of Institutional Climate Procedures

Purpose: The evaluation of one or more aspects of the institutional climate through a validated instrument. If there is a desire to compare it to other institutions in or outside the district, it should be a third-party instrument constructed for this purpose.

Scope: The procedures cover the selection, administration, dissemination, and use of climate survey results.

Timeline: In every 5-year cycle of an approved strategic plan, the Assessment of Institutional Climate will be completed in the Spring semesters of Year 1 and Year 4 of the planning cycle. In that way, the initial results of the climate survey will be available to inform all other institutional procedures for areas of improvement, and the Year 4 results will identify if improvements in low areas have been achieved.

Procedures: Led by the Office of Institutional Effectiveness in collaboration with the IEGC Co-Chairs and members to facilitate the selection, administration, and use of climate surveys in years 1 and 4 of the 5-year strategic plan to inform and guide improvements in planning and institutional effectiveness.

Instructions:

1. **Selection of the Climate Survey:** The Office of Institutional Effectiveness will identify and select a validated climate survey for administration based on a review of technical specifications and input from the IEGC Chairs and/or IEGC members.
2. **Administration of the Survey:** If purchased from a third party, the survey will be administered to all members of the stakeholder group for which it is designated or in accordance with administration guidelines.
3. **Dissemination:** The results of the climate survey will be shared at an IEGC meeting in the following Fall semester of Year 2, highlighting areas for improvement. The results of the Year 4 climate survey will be shared at the Fall semester of Year 5, identifying whether areas of improvement have made progress over the previous three years and if new areas for improvement have emerged. The results of both climate surveys will be posted on the Institutional Research website.
4. **Use of Results:** Results will inform and guide institutional procedures and planning processes. Climate survey results in Year 4 will identify whether interventions identified from the Year 1 survey have made an impact. If these areas of improvement persist or if new areas emerge, they can inform the creation of the next strategic plan.

Strategic Planning and Governance Manual Revision Procedures

Purpose: To ensure the Norco College community has access to and is notified of updates and changes to the Strategic Plan and Governance Manual to quality, integrity, and transparency.

Scope: The procedures involved in making updates and revisions to the Strategic Plan and Governance (SPGM) Manual and revision control procedures.

Timeline: Throughout the 5-year SPGM, any governance entity or bargaining unit may request updates or changes to the document via the instructions provided.

Procedures: Requests to revise or update the SPGM are submitted to the IEGC co-chairs, who will initiate and facilitate the document control and revision procedures.

Instructions:

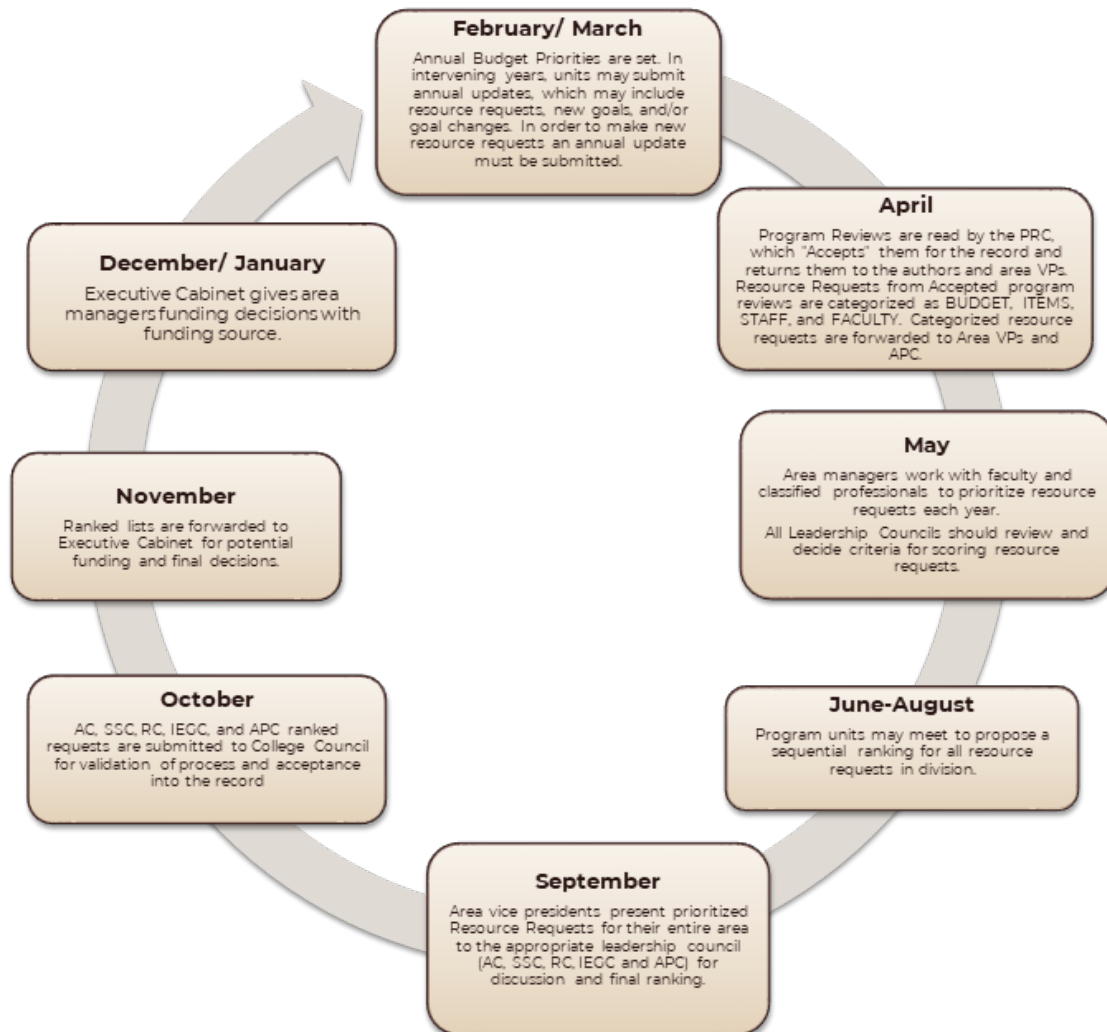
1. **Content Update Request:** Members of any governing entity identify procedures or content that requires a revision or update in the SPGM.
2. **Submit for Review:** A request is submitted to the IEGC co-chairs to initiate the document revision process. The IEGC co-chairs will review and document via a shared Revision Log, which will be maintained by the IEGC Meeting Recorder.
3. **Draft Revise:** IEGC co-chairs will send a Watermarked Draft Word document of the revised/updated section to the requestor.
4. **Submission of Track Changes:** The requestor will provide track changes via redlining to the section and submit the final draft to IEGC co-chairs for review and approval.
5. **Approval:** The IEGC co-chairs will present the finalized revision as an Action Item to IEGC for consideration.

6. **Revision Control:** Once revision and updates are approved in IEGC, the IEGC co-chairs and meeting recorder will archive the old section, and the document will be submitted via the document control platform with a revision number and date.

Program Review Process

One of the primary processes for facilitating continued improvement is the Program Review process at Norco College. It ensures continuous improvement and alignment with the college's mission, strategic goals, and the Educational Master Plan (EMP). It systematically evaluates instructional programs, support services, and administrative units to assess effectiveness and make improvements that will impact student success and equity. This systematic evaluation of all program units within the college guides resource allocation. It aligns with accreditation standards and the college's commitment to data-driven decision-making. The process begins with an overarching review of the previous program review cycle including an analysis of data disaggregated by student subpopulations and course modality, assessment of unit outcomes, and self-evaluation; and then proceeds to plan for the next program review cycle involving goal setting/action planning, and resource requests to achieve these goals. Each year programs can make annual updates to their program review involving resource requests and assessment updates.

The diagram below provides an overview of the Program Review Process linked to our resource allocation process.



The following procedures articulate the processes for continued improvement and innovation at Norco College.

Governance Procedures

Electronic Voting Procedures for Leadership Councils.

Purpose: To encourage participation, support transparency, and ensure consistency across our Leadership Councils in decision-making, electronic voting (e-voting) protocols for all Leadership Councils are being established for initiation when quorum is not achieved by 50%+1 attendance (please see Consensus and Voting for additional details). The following procedures do not apply to the Academic Senate.

Scope: These protocols allow for e-voting on agendized action items from Leadership Council meetings at which quorum is not met. These e-voting procedures may not be used for any other purpose. The e-voting protocols exclude Agendas and Meeting Minutes.

Timeline: Within three business days following any Leadership Council meeting where quorum is not met, an e-vote can be initiated for any agenda item from that meeting. Once initiated, Council members will be provided at least five business days to vote electronically on that item.

Procedures: The Leadership Council Co-Chairs will initiate e-voting procedures. Although council attendance is encouraged and expected for all appointed members, e-voting provides councils with the opportunity to conduct business when the 50% +1 quorum meeting requirements (both in-person and virtual attendees) are not met. Any action item from such a council meeting may be acted upon via the electronic voting procedures below.

Instructions:

1. **Establish Quorum:** The Leadership Council Co-Chairs establish that voting is suspended due to a lack of quorum at the regularly established council meeting.
2. **Initiate E-Vote:** Within three business days following a Council meeting in which a quorum was not met, the Council Co-Chairs may initiate an e-vote on any action item from that meeting.
3. **Distribute E-Vote to Members:** The Leadership Council, Co-Chairs and/or meeting recorder, will distribute separate messages for each item for which an e-vote is sought. Each item shall include the relevant documentation for the action item.
4. **Discuss and Collect E-Votes:** All appointed Leadership Council members, including council co-chairs, will have five business days to submit their comments and e-vote.
5. **E-Vote Reporting:** After an e-vote, the Co-Chairs and meeting recorder will send an E-Vote Report to the members listing each members' vote and summarizing the outcome of the vote. A passing vote necessitates a majority vote (50% +1) of voting members.
- **Add to Meeting Minutes:** The E-Vote Report will be added to the agenda and meeting minutes of the next meeting in which quorum is achieved.

Charter Procedures

Purpose: To ensure that each charter provides accurate and up-to-date information to orient the efforts of the Council or Committee regarding their contributions to the operational and strategic efforts of the college through regular review and examination of the charter. Charters need to be reauthorized twice in every 5-year strategic planning cycle.

Scope: Creation of new charters for authorization may take place throughout the 5-year strategic planning cycle; while reauthorizing existing charters takes place in years 2 and 4 of the 5-year strategic planning cycle.

Timeline: Each governance entity conducts an annual internal review of its charter for updates and revisions led by the Chair/Co-Chairs. In years 2 and 4 of the 5-year strategic planning cycle, each governance entity will participate in the Governance Self-Evaluation and Continuous Improvement Procedures (step 5), which includes a formal and in-depth review of the charter in response to the Report of Effectiveness.

Procedures: Charter procedures define the required charter elements as well as the process for review and updating charters. Steps 1 and 6 provide additional instructions for the creation of new charters.

Instructions:

1. **Creation of New Charter** (*for new charters only*): Any member may propose a new council, committee, or other group that aligns with and supports the college's strategic goals. New charters will include the required charter elements (step 2) and seek approval and authorization through steps 3-6, outlined below.
2. **Review Charter Elements**: each governance entity will annually review the following charter elements to ensure accuracy in composition and purpose-led by the Chair/Co-Chairs.
 - Name of Council/Committee
 - Description: a 25–50-word overview (brief and descriptive) of the Council/Committee's mission or central charge.
 - Meeting Schedule
 - Chair/Co-Chairs (include constituent group when relevant)
 - Membership: names of members and relevant constituent groups (e.g., faculty, classified professionals, etc.) from which each membership is drawn.
 - Key Performance Indicators/Goals: specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue.
 - Equity Focus: a brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
 - Edition Date: date of their most recent revision and dates of previous versions of the charter.
 - Support Staff: support staff assigned to the Council/Committee
3. **Discuss and Document**: the members will discuss the composition and purpose of the council or committee alongside their Report of Effectiveness and document any recommended revisions to the charter via meeting minutes. Groups are encouraged to engage in dialogue and reflection to continuously improve their efforts.
4. **Feedback and Approval**: Charter revisions and recommendations will be presented to the group's authorizing body to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures. Minor changes require reporting to the authorizing body, while major changes require approval from the authorizing body.
 - a. **Minor Changes**: changes that do not require approval include:
 - i. Meeting schedule and location
 - ii. Changes in members or co-chairs
 1. Per Senate bylaws, approval is required if a Senate committee wishes to name a non-faculty member as a co-chair.
 - b. **Major Changes**: changes that require approval include:
 - i. The identity of support staff for Senate Committees as required by Academic Senate bylaws
 - ii. Group Name
 - iii. Group Purpose
 - iv. Membership structure

- v. Strategic alignment
 - vi. Change in authorizing body
5. **Charter Reauthorization:** Once the authorizing body approves the revised updates and changes, the charter is reauthorized and formally recognized as a governance entity. Any group that does not seek reauthorization or is not granted reauthorization will cease functioning.
 6. **New Charter Recognition** (*for new charters only*): new charters are subject to additional approval from the following entities:
 - a. **Norco College Academic Senate:** Councils, committees, or other groups that impact 10+1 matters as defined by the Educational Code.
 - b. **Office of the President:** Councils, committees, or other groups that direct Norco College employees' time and effort. The Office of the President may also delegate charter approval authority to relevant Leadership Councils.

Governance Self-Evaluation & Continuous Improvement Procedures

Purpose: The universal self-evaluation and continuous improvement process amongst all Governance Entities at Norco College.

Scope: The procedures include instructions related to the self-evaluation of all governance entities for the purpose of strengthening alignment to strategic priorities and continued improvement.

Timeline: In every 5-year cycle of an approved strategic plan, the self-evaluation and continuous improvement procedures are to be completed in years 2 and 4 of the 5-year planning cycle.

Procedures: Facilitated by Council/Committee Co-Chairs, with IEGC Co-Chairs' support and oversight by College Council. Council/Committee members are tasked with completing a self-evaluation, engaging in decisions related to improvement actions, obtaining feedback and approval (when needed), adjusting to feedback, documenting a finalized plan, communicating results, and training stakeholders as required. The evaluation and improvement procedures will be initiated in the Fall semester of years 2 and 4 of the 5-year strategic plan to support the college mission, vision, and core commitments through continuous improvement procedures in governance aligned with accreditation standards.

Instructions:

1. **Complete the Survey of Effectiveness:** Each council will distribute and facilitate survey completion in the Fall semester of years 2 and 4 of the 5-year strategic plan.
2. **Discuss, Decide, and Improve:** Council members in each leadership council document discussions and decisions regarding survey results, council charter alignment, and recommended improvements with actions, including compliance with institutional procedures at the last fall meeting of the term.
3. **Document Improvements and Revisions:** Improvements are documented by refining and revising the Council or Committee Charter.
4. **Feedback & Approval** (if necessary): A council or committee representative will present findings, plans, and updated charters to the governing body in the Spring semester of years 2 and 4. Adjust improvement plans in collaboration with feedback from the oversight

governance body. Obtain approval if needed for significant changes to organizational structure or council/committee purpose. The College Council will present its findings, and improvement plans to the Institutional Effectiveness and Governance Council (IEGC).

5. **Finalize Improvement Plan:** Prepare the Report of Effectiveness (ROE) in the Spring semester of years 2 and 4 and present and distribute the ROE to the oversight governing body as an agendaized Information Item, as well as in the council/committee minutes, agenda, and posted public information. Updates, revisions, and improvements should be reflected in the Council/Committee Charter.
6. **Charter Reauthorization:** The approved and updated charter is reauthorized with an updated Edition Date.
7. **Take Action:** Take action to improve institutional effectiveness, including, but not limited to, governance training and refinement of Charter purview and strategic alignment.

Evaluation of the Institutional and Governance Procedures

Purpose: The evaluation of the institutional procedures regarding strategic planning and decision-making procedures.

Scope: The procedures include activities relating to institutional effectiveness and planning, including program review, resource allocation, decision-making, and compliance with institutional procedures.

Timeline: In every 5-year cycle of an approved strategic plan, the evaluation of the institutional and governance procedures is to be completed in the Fall semester of year 3 of the planning cycle.

Procedures: Led by IEGC Co-Chairs and facilitated by Council/Committee Co-Chairs. The Institutional Effectiveness Planning Survey (IEPS) is distributed to college wide. College employees are encouraged to participate. Following the IEPS administration in the Fall of year 3, the IEGC Co-Chairs will initiate the evaluation of the institutional effectiveness and governance procedures in the Spring semester of year three.

Instructions:

1. **Review of the Planning and Decision-Making Procedures:**
 - The IEGC Co-Chairs will review the following planning documents
 - Review of the timeline for all institutional effectiveness and governance procedures
 - Review of annual progress in KPI targets as presented to College Council
 - Institutional Effectiveness and Planning Survey
 - Reports of Effectiveness
 - Review of the Mission, Vision, and Values Procedures and Compliance
 - Review of the Charters for all Leadership Councils and College Council
 - The IEGC Co-Chairs will review decision-making processes via a sample of the following documents
 - Program Review and Resource Prioritization documentation as presented to College Council from each of the Leadership Councils.

- **President's Memorandum:** The President's Memorandum is distributed by the President's Office at the conclusion of each academic year. The memorandum communicates the alignment between the college's budget priorities and approved resource allocations, as well as decision updates that have college wide impact that were recommended through the governance process.
 - **Regular Update (RU):** All members of the college community can submit items for inclusion in the Regular Update, which is released bi-monthly during the Fall and Spring terms, and once a month during Winter and Summer terms. The information collected documents the College's work to achieve our strategic priorities as well as documentation of evidence for continued improvement in support of accreditation. The RU is shared internally and publicly.
2. **Discuss, Decide, and Improve** Document discussions, decisions, and recommended improvements with actions, including alignment and compliance with institutional procedures at the March meeting of the Spring semester of year three to IEGC as a first read.
 3. **Feedback & Approval** (if necessary): Present findings and plans to the College Council for leadership councils as a first read at the April meeting of the Spring semester of year three. Adjust improvement plans in collaboration with feedback from the council. Obtain approval if needed for major changes to planning and decision-making.
 4. **Finalize Improvement Plan:** Prepare a final report documenting the findings and recommendations at the May meeting of the Spring semester of year three to IEGC. Present and distribute the report to the oversight governing body as an agendaized Information Item and in the council/committee minutes, agenda, and posted public information.
 5. **Take Action:** Engage in action steps to improve institutional effectiveness, including, but not limited to, constituency-based governance training and revisions/updates to the Council's purview and alignment as identified in the Charter. Improvements will be made to inform the next strategic plan.

2025–2030 Strategic Planning and Governance Manual (SPGM)

High-Level Overview

INTRODUCTION

The Second Draft of the SPGM 2025–2030 reflects valuable input and key updates made since the First Draft. This version is a critical step in refining our planning and governance framework. Your feedback is essential to ensure alignment with our collective goals.



IMPROVEMENTS

PROCESS:

Items:

- **Fall 2024 Feedback**
 - **Confusion with Data Chart**
 - **Lack of clarity regarding strategic vs operational**
 - **Procedures & Governance updates**
 - **Missing summaries or introductions**
 - **Need clarity for IEGC role**
- **Use of Review Rubric**

SPGM:

Items:

- **Updates to data charts, including separation of 2025 and 2030 goals**
- **Dedicated section for all procedures**
- **Refinement of Governance section**
- **Added summaries for seamless transitions**
- **Added language to clarify operational alignment**
- **Distinction in goals aligned to IEGC**

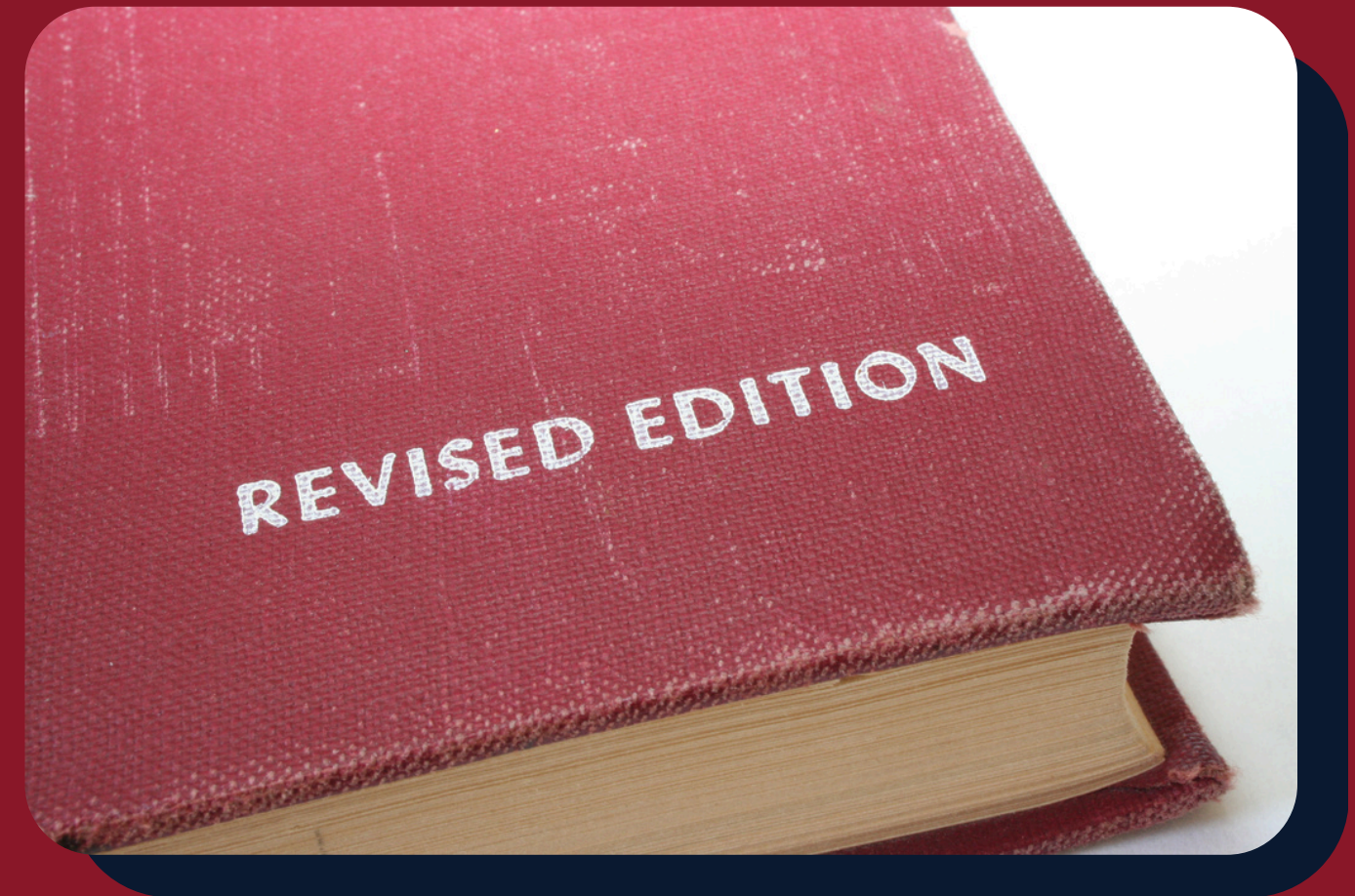
SUMMARY OF CHANGES



1. Revised Structure
2. Improved Content Structure and Flow
3. Discontinued and Updated Goals
4. Governance Updates

REVISED STRUCTURE

- Introduced an Executive Summary for a concise overview.
- Reorganized manual into four parts for better navigation:
 - Planning Context
 - Strategic Plan
 - Governance Manual
 - Institutional Effectiveness & Governance Procedures



IMPROVED CONTENT STRUCTURE AND FLOW



- Separated 2025 & 2030 Objectives and KPIs to detail institutional priorities.
- Strengthened alignment between the 2030 Strategic Plan and Operational Divisions/Leadership Councils.
- Emphasized collaboration and accountability.

DISCONTINUED AND UPDATED GOALS

- **Removed completed or unmeasurable goals to focus on actionable objectives.**
- **Refined key equity goals, including eliminating gaps for Black/African American and Hispanic/Latinx students.**



GOVERNANCE UPDATES



- Updated participatory governance principles to reinforce inclusivity and transparency.
- Clarified roles and responsibilities of key councils, including:
 - College Council
 - Institutional Effectiveness & Governance Council (IEGC)
 - Others

FEEDBACK

- Does this draft align with our collective goals?
- Are there areas requiring further refinement?
- Provide feedback to strengthen our strategic planning and governance framework.

NEXT STEPS

- Review
- Gather feedback
- Finalize the manual







2024-2025 Norco College Budget Priorities

In compliance with all regulations and laws, and alignment with Norco College's strategic plan goals of Student, Regional, and College Transformation, the College will primarily focus its resource allocation on the following strategic objectives.

These budget priorities will help guide resource request funding allocations directly related to NC program review.

Budget Context

- The Budget Act includes funding for 0.5% enrollment growth.
- It is critical that enrollment is fully restored to pre-pandemic levels by the end of fiscal year 2024-25 since enrollment levels at that time will become the new base level for apportionment calculation purposes. Credit FTES target for Norco College is 7,230.42. Non-Credit FTES target for Norco College 65.15.
- The Budget Act does not include funding for PPIS (physical plant and instructional support).
- Strategically assess enrollment performance in programs and financial performance in non-instructional areas in order to maximize the utilization of resources.

Student Transformation

- Fund the implementation of the college's strategic enrollment management plan to attract and retain students and maximize efficient FTES generation to meet established targets and provide access. The SEM Plan provides the operational framework for scaling Guided Pathways with a focus on the student journey from entry to completion and directs interventions to our identified disproportionately impacted students per our 2022-2025 Student Equity Plan.
- Implement employee professional development in alignment with our Quality Focus Essay (e.g. Leading from the Middle, equity-mindedness and cultural competency, and Guided Pathways)

Regional Transformation

- Pursue, develop and sustain collaborative partnerships. Focus on relationship and growing the College's reputation within the community.

College Transformation

- Strategic investment in college personnel to sustain an excellent workplace culture, including the evaluation of Strategically evaluate personnel replacements and additions.
- Develop/improve physical facilities to build a more comprehensive and inspiring campus.
- Implement technology-enhanced operational systems.
- Strategic investments to increase resource capacity and revenue generating projects.