



## College Council

**Meeting Minutes for April 9<sup>th</sup>, 2026, | 12:50 pm to 1:50 pm | Location: OC\*116**

Join via [Zoom Link](#) | Meeting ID: 846 0509 6407 | Passcode: 780166

### **Council Members (19)**

Ms. Charise Allingham, Dr. Hayley Ashby, Ms. Claudia Figueroa, Ms. Vivian Harris, Ms. Azadeh Iglesias, Dr. Tenisha James, Dr. Virgil Lee, Ms. April Mejia, Mr. Kennan Morcilla (ASNC Proxy for Ms. Ashley Yoon), and Dr. Kaneesha Tarrant

### **Ex-officio Members:**

Dr. Monica Green (Administrator), Ms. Araceli Covarrubias (Faculty Association), Ms. Melissa Olivieri (CPROS), and Mr. Silvio Castillo (ASNC)

### **Council Members Not Present:**

Ms. Natalie Aceves, Ms. Kimberly Bell, Dr. Quinton Bemiller, Dr. Peggy Campo, Dr. Michael Collins, Dr. Deshonna Harsch, Ms. Ashley Yoon (ASNC), Mr. Dan Reade, Mr. Alex Spencer, and Ms. Patty Worsham

**Guest(s):** Dr. Jim Thomas

**Quorum: 10**

**Subject to Brown Act: No**

### **1. Call to Order: 12:53 pm**

### **2. Action Items**

#### **2.1 Approval of Agenda**

- MSC (Motion- Dr. Virgil Lee /Second- Ms. Vivian Harris)
- The agenda for April 9, 2026, was presented for approval
- Approved by consensus.

#### **2.2 Approval of Meeting Minutes, November 13, 2025**

- MSC (Motion- Dr. Kaneesha Tarrant /Second- Dr. Virgil Lee)
- The meeting minutes from November 13, 2025, were presented for approval.
- Approved by consensus.

#### **2.3 Approval of Meeting Minutes, March 12, 2026**

- MSC (Motion- Ms. Vivian Harris /Second- Ms. Charise Allingham)
- The meeting minutes from March 12, 2026, were presented for approval.
- Approved by consensus.

#### **2.4 2026-27 Norco College Budget Priorities**

- MSC (Motion- Dr. Kaneesha Tarrant /Second- Dr. Virgil Lee)
- The council reviewed the proposed 2026–2027 budget priorities during the second read. Discussion emphasized alignment with institutional goals related to:
  - Enrollment support and recovery
  - Student success initiatives
  - College transformation efforts
  - Strategic resource allocation across divisions
- Dr. Green clarified that these priorities serve as guidance for division-level budget development and resource decisions. Questions were raised regarding possible changes to state funding allocations for physical plant and instructional support. It was confirmed that the budget the Governor proposed in January includes funding in these areas, but that could change in the May Revise.
- Approved by consensus.

## **2.5 IEGC: SPGM Institutional Effectiveness and Governance Revisions**

- MSC (Motion- Dr. Virgil Lee /Second- Ms. Vivian Harris)
- Charise Allingham and Dr. Hayley Ashby presented revisions to Part 4: Institutional Effectiveness and Governance Procedures of the Strategic Planning and Governance Manual (SPGM). Updates included:
  - Clarification of decision-making and process flows
  - Strengthened alignment with ACCJC standards and expectations
  - Improved accountability language
  - Streamlined procedures and governance structures
- Track changes documentation was provided to illustrate the rationale for each revision. The council also discussed updating the online version of the SPGM with revision dates for transparency.
- Approved by consensus.

## **3 Discussion Items**

### **3.1 Key Performance Indicator (KPI) Update for 2024-2025**

- The council received a comprehensive KPI update marking the final review cycle of the previous strategic plan.
- Discussion included a five-year review of institutional progress, highlighting:
  - Strong enrollment recovery and growth
  - Improved completion outcomes
  - Increased number of transfers
  - Continued equity progress across the college
  - Persistent equity gaps, particularly among men of color
- Additional discussion points included:
  - Adjustments to FTES target measurements based on annual district targets
  - Transition to three-year transfer and completion rate reporting
  - Challenges with data collection for high school capture rates
  - New 2025-30 KPIs are aligned with Student Equity Plan data
  - Development of a more accessible summary report and dashboard
- The council also discussed incorporating both quantitative and qualitative progress into the five-year institutional report.
- **Action Items for IE Team:**
  - Post detailed and summary KPI presentations to website
  - Integrate KPI highlights into five-year report
  - Finalize KPI dashboard development and summer testing

## **4 Information Item**

### **4.1 IEGC Co-Chair Membership Update: Dr. Deshonna Harsch replacing Ms. Ashlee Johnson**

- The council was informed of the updated IAGC/IEGC membership:
  - Dr. Deshonna Harsch appointed as new Faculty Co-Chair
  - Ms. April Mejia serving as Faculty Co-Chair for Academic Council

### **4.2 Accreditation Update**

- An update was provided on accreditation progress, including the distribution of the first draft of the Norco (N)ISER self-evaluation report to leadership councils and committees for review.
- Additional evidence submissions remain due by Friday.
- Dr. Adams and the accreditation team will continue strengthening the draft with submitted evidence prior to the next version.
- A college-wide draft will be shared following leadership council and Senate review and brought forward as an action item at May 14, 2026, College Council meeting.

## **5 Good of the Order**

- A temporary replacement for the remainder of the semester will be sought for Dr. Peggy Campo, who is currently on sabbatical.
- Council charter development to be discussed at the next meeting

## **6 Future Agenda Topics**

**6.1 College Council Charter Discussion**

- Co-chairs will prepare a draft charter for discussion at the May 14, 2026, meeting.

**Adjournment: 1:41 pm**

**Next Meeting: May 14, 2026, Time: 12:50pm to 1:50pm, Location: OC\*116**

<b>Spring 2026 Meeting Schedule of College Council</b>	<b>Agenda Item Request Deadline</b>
<del>March 12, 2026, from 12:50-1:50PM</del>	<del>5 PM on Thursday, March 5, 2026</del>
<del>April 9, 2026, from 12:50-1:50PM</del>	<del>5 PM on Thursday, April 2, 2026</del>
May 14, 2026, from 12:50-1:50PM	5 PM on Thursday, May 7, 2026



## 2026-2027 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.*

**Norco College is an open-access college that supports every learner on their educational path. We help diverse students grow, succeed, and change their lives through education.**

### **BUDGET CONTEXT**

- The Proposed State budget includes funding for 0.5% enrollment growth.
- The Norco College FTES target for 2026-27 is set at:
  - 5% Credit FTES growth, 8,047.46 FTES
  - Non-Credit FTES, 76 FTES (16% growth from 25-26)
  - 111.34 Incarcerated FTES (online correspondence classes/two prisons)
  - Special Admit FTES: 925.21
- The *proposed* State budget does include funding for PPIS (physical plant and instructional support).
- The College will strategically assess enrollment performance in academic programs and financial performance in non-instructional and instructional areas in order to maximize the utilization of resources.

### **STUDENT TRANSFORMATION**

- 1.1 Meet or exceed targets for FTES
- 1.2 Increase annual headcount by 3%
- 1.3 Increase capture rates from feeder high schools by 4% annually
- 2.4 Increase 3-year degree/certificate completion by 3% annually
- 2.5 Increase 3-year transfer rate by 3% annually
- 3.1/3.2 Eliminate equity gaps for Black/African American and Hispanic/Latinx students by 2030

### **COLLEGE TRANSFORMATION**

- 4.1 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities
- 7.1 Leverage facilities funding to maximize local project funding availability
- 7.3 Enhancement and design of spaces that intentionally build community in support of the college's mission to improve equitable student outcomes
- 8.1 Coordination with RCCD to refine the Budget Allocation Model (BAM) that allocates funding equitably to support the fulfillment of the college mission

## **SPGM Institutional Effectiveness and Governance Procedures Revision**

The package of material for this agenda item includes the following in the attached file:

- Final Revised version of the revised Part 4 Procedures
- Track changes copy of the revised Part 4 Procedures
- Recommendations for changes to the Governance Manual based on Part 4 revisions



**NORCO**  
COLLEGE

# Part 4: Institutional Effectiveness and Governance Procedures



## Revised Version

### Executive Summary

Norco College has developed a comprehensive and integrated framework for institutional effectiveness and governance designed to support continuous improvement, strategic alignment, and equitable student outcomes. Through a series of institutional and governance procedures, the College ensures that planning, resource allocation, and decision-making are transparent, data-informed, and mission-driven.

College Council serves as the overarching body that integrates the work of the leadership councils – Academic, Student Support, Resources and Institutional Effectiveness & Governance – in support of the College’s strategic goals and continuous improvement.

The chapter details the following:

- The **Mission, Vision, and Core Commitments (MVCC) Review Procedure** is initiated every five years and involves broad stakeholder input to ensure alignment with student needs, equity goals, and accreditation standards.
- The **Assessment of Institutional Climate Procedure** is administered in years one and four of each planning cycle and provides insights into employee and student experiences, informing priorities and identifying progress areas.
- The **Strategic Planning and Governance Manual (SPGM) Revision Procedure** ensures accuracy, consistency, and broad participation in governance practices.
- The **Program Review Process** links program evaluation with strategic planning and resource prioritization, using disaggregated data to inform equity-centered decisions.
- The **Electronic Voting for Leadership Councils and Committees Procedure** ensures timely and participatory decision-making, supporting transparency and inclusivity.
- The **Governance Evaluation Procedure** guides councils and committees through a structured review of their alignment and impact on strategic goals and priorities.
- The **Evaluation of Institutional and Governance Procedures** ensures that planning and decision-making processes remain relevant, efficient, and strategically aligned.

Each procedure is presented in the following format:

- Purpose: Explains why the procedure is necessary
- Scope: Describes which areas are covered by the procedures
- Timeline: Prescribes when tasks and activities will occur
- Procedures: Details how the tasks will be conducted
- Instructions: Steps to follow to complete the procedure

These procedures reflect Norco College’s commitment to shared governance, equity, and institutional excellence. The integration of continuous feedback, stakeholder engagement, and strategic alignment ensures that the College is well-positioned to adapt, improve, and fulfill its mission.

## Institutional Procedures

### Mission, Vision, and Core Commitments (MVCC) Review Procedure

**Purpose:** The purpose of the Mission, Vision, and Core Commitments Review (MVCC) Procedure is to ensure that Norco College has a clearly defined mission that reflects its character, values, organizational structure, and unique student population as required by the ACCJC Accreditation Standards. Regularly reviewing the Mission, Vision, and Core Commitments statements allows constituents to reaffirm the College's commitment to providing equitable educational opportunities and outcomes for all students.

**Scope:** The Mission, Vision, and Core Commitments Review Procedure requires the participation of all College constituencies in reviewing and revising the MVCC, ensuring they reflect the character, values, and structure of the College and the unique student population it serves.

**Timeline:** Every five years (beginning in the 2024-2025 academic year), the Vice President of Planning and Development and the Accreditation Faculty Co-Chair will lead the review and revision of Norco College's MVCC in the Spring Terms of 2025 and 2030. 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 and Development and the Faculty Accreditation Co-Chair, the College will undergo a process of reviewing and revising the mission, vision, and core commitments every five years. This includes broad feedback from institutional stakeholders. The Academic Senate and College Council provide input and final recommendations to the College President. The College President initiates district approval via the District Strategic Planning Committee, the Board of Trustees, and the Chancellor.

#### Instructions:

1. **Initiate the Mission, Vision, Core Commitments (MVCC) Review Procedure:** Develop and 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.
2. **College-Wide Survey Data Review:** The Vice President of Planning and Development 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 the college community.
4. **Newly Revised MVCC Distributed for College Approval:** The newly revised MVCC will be presented at all college leadership councils, Academic Senate, and College Council as an action item 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, 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 Procedure

**Purpose:** The purpose of the Assessment of Institutional Climate Procedure is to evaluate the college climate using a validated instrument. The goal of the institutional climate assessment is to gather data on the perceptions and experiences of college employees and students, to ensure a positive, inclusive, and productive environment. If there is a desire to compare to other institutions in or outside of the district, the instrument will be a third-party instrument constructed for this purpose.

**Scope:** The procedure covers the selection, dissemination, and use of climate survey results.

**Timeline:** In every five-year cycle of the strategic plan, the Assessment of Institutional Climate will be completed in the Spring semester of year one and year four. The initial results of the climate survey will be available to inform all other institutional procedures to guide improvements, and the year four results will indicate whether improvements have been achieved.

**Procedures:** The Assessment of the Institutional Climate is led by the Office of Institutional Effectiveness in collaboration with the Institutional Effectiveness and Governance Council (IEGC) co-chairs and members to facilitate the selection, dissemination, and use of climate surveys in years one and four of the 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 recommend a validated climate survey based on a review of technical specifications and input from IEGC.
- 2. Dissemination of the Survey:** The survey will be sent to all members of the stakeholder group for which it is designed or in accordance with established guidelines, if purchased from a third-party.
- 3. Communication of Survey Results:** The results of the climate survey will be shared at IEGC, College Council, Academic Senate and to other college groups as needed in the following Fall semester of year two, highlighting areas for improvement. The results of the year four climate survey will be shared in the Fall semester of year five, 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 four will identify whether interventions identified from the year one survey made an impact. If these areas of improvement persist or if new areas emerge, they may inform the creation of the next strategic plan.

## Strategic Planning and Governance Manual (SPGM) Revision Procedure

**Purpose:** The purpose of the Strategic Planning and Governance Manual (SPGM) Revision Procedure is to ensure the quality, accuracy, integrity, and transparency of the Strategic Plan and Governance Manual by describing the process for making revisions, updates, and improvements.

**Scope:** The procedure guides revision control for updating the SPGM.

**Timeline:** Throughout the five-year SPGM, members of any governance entity or bargaining unit may request updates or changes to the document by following the instructions provided.

**Procedures:** Requests to revise or update the SPGM are submitted to the SPGM Revision Form, which will initiate and facilitate the revision procedure.

## Instructions:

- 1. Revision Request:** Identify content to be revised or updated in the SPGM.
- 2. Submit for Review:** Submit a revision request to the SPGM Revision Form to begin the process. The IEGC co-chairs will review and document via a shared Revision Log, which the IEGC Meeting Recorder will maintain.
- 3. Draft Revise:** IEGC co-chairs will send a draft document with the section(s) for revision to the requester.
- 4. Submission of Track Changes:** The requester will make the desired changes using track changes and submit the updated draft to IEGC co-chairs for review and approval.
- 2. Revision Recommendation:** The IEGC co-chairs will present the revision as an action item to IEGC for approval.
- 3. Approval:** Once IEGC approves the revision, the IEGC co-chairs will present the revision as an action item to College Council for approval.
- 4. Revision Control:** Once College Council approves the SPGM revision, 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 at Norco College is the Program Review process. Program Review ensures continuous improvement and alignment with the College's mission, strategic goals, and the Educational Master Plan (EMP). Through the Program Review process, college stakeholders systematically evaluate 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 and aligns with Accreditation Standards and the college's commitment to data-driven decision-making. The Program Review Process has four components: 1. Report on current goals; 2. Set new goals; 3. Align program goals with college strategic goals; 4. Determine how the college can help the unit achieve its goals through resource allocation or improvements to process and procedure. Each year, programs make annual updates to their Program Review using a checklist that guides them through the appropriate sections.

Details regarding the Comprehensive Program Review Process, including the Annual Resource Request and Prioritization Process, and the Annual Program Review Update can be found online at [www.norcocollege.edu/committees/prc/](http://www.norcocollege.edu/committees/prc/).

## Governance Procedures

### Electronic Voting for Leadership Councils and Committees Procedure

**Purpose:** The purpose of the Electronic Voting Procedure is to encourage participation, support transparency, and ensure consistency across the leadership councils and committees in decision-making. Electronic voting (e-voting) protocols provide flexibility to ensure participation, regardless of location, in college governance and decision-making is timely and responsive.

**Scope:** These protocols allow for e-voting by email on items added to the agendas of leadership council meetings. The e-voting protocols exclude agendas and meeting minutes. E-voting procedures are not applicable for governance entities that are subject to the Brown Act (e.g., Academic Senate).

**Timeline:** Within three business days of a leadership council or committee meeting, the co-chairs may initiate an e-vote on an action item from that meeting. Once initiated, council/committee members will have five business days to vote electronically on that item.

**Procedures:** The leadership council/committee co-chairs will initiate e-voting procedures. Although meeting attendance is encouraged and expected for all appointed members, e-voting provides councils/committees with the opportunity to conduct business when the 50% +1 quorum meeting requirements (both in-person and virtual attendees) are not met in addition to items that need to be addressed in a timely manner. Any action item from a council/committee meeting may be acted upon via the electronic voting procedures below.

**Instructions:**

- 1. Initiate E-Vote:** Within three business days of a council or committee meeting, the co-chairs may initiate an e-vote on an action item from that meeting.
- 2. Distribute E-Vote to Members:** The co-chairs or meeting recorder will initiate the e-vote via email to voting members. Each email message will only contain one action item and any associated documentation.
- 3. Discuss and Collect E-Votes:** All appointed council or committee members, including co-chairs, will have five business days to submit their comments and e-vote.
- 4. E-Vote Reporting:** After an e-vote, the co-chairs or meeting recorder will send an E-Vote Report listing each member's vote and summarizing the outcome. A passing vote requires a majority vote (50% +1) of voting members.
- 5. Add to Meeting Minutes:** The E-Vote Report will be added to the next meeting agenda as an information item.

## Governance Evaluation Procedure

**Purpose:** The purpose of the Governance Evaluation Procedure is to ensure the efficiency, effectiveness, and alignment of all governance entities.

**Scope:** The procedure includes instructions for evaluating governance entities to confirm alignment with strategic goals and priorities.

**Timeline:** Aligned with the strategic plan, the Governance Evaluation Procedure will be completed in years two and four of the five-year cycle or can be initiated at any time during the five-year cycle if a need for a major change is identified.

**Procedures:** The Office of Institutional Effectiveness initiates the Governance Evaluation Procedure in the Fall semester of years two and four of the five-year strategic plan by sending out the Survey of Effectiveness to the council or committee co-chairs. If the need for a major change is identified, the council or committee co-chairs will notify the Office of Institutional Effectiveness to initiate the Governance Evaluation Procedure. Major changes may include updating the name of group name, group purpose, membership structure, strategic alignment, change in authorizing body, or need to create a new group.

**Instructions:**

- 1. Complete the Survey of Effectiveness:** Council or committee co-chairs will distribute the Survey of Effectiveness to their membership for completion prior to the last meeting of the Fall Semester of years two and four of the five-year cycle.
- 2. Discuss Results and Plan:** At the last Fall meeting of the term, council or committee members will discuss survey results and actions for improvement. Discussion will be documented in meeting minutes.
- 3. Document Improvements and Revisions:** Co-chairs complete the Report of Effectiveness using the survey results and discussion from the last meeting of the Fall

term. If any changes need to be made to the charter based on the Report of Effectiveness, they should be made at this time. The Report of Effectiveness and updated charter (if necessary) should be added as an action items to the first meeting of the Spring term.

4. **Feedback & Approval:** A council or committee representative will present the Report of Effectiveness as an information item and updated charter (if necessary) as an action item to its governing body in the Spring semester of years two and four for feedback and approval. College Council will present its Report of Effectiveness to the College President and will present the updated charter (if necessary) to IEGC as an information item.
5. **Take Action:** Implement improvements identified through the Governance Evaluation Procedure.

## Evaluation of the Institutional and Governance Procedures

**Purpose:** The purpose of the Evaluation of Institutional Governance Procedures is to evaluate processes and procedures related to strategic planning and decision-making.

**Scope:** The procedure includes activities for assessing all institutional and governance procedures, program review, resource allocation, and decision-making.

**Timeline:** Within the five-year cycle of the strategic plan, the Evaluation of the Institutional and Governance Procedures should be completed in year three.

**Procedures:** The Institutional Effectiveness Planning Survey (IEPS) is the primary mechanism for evaluating strategic planning and decision-making procedures. The Office of Institutional Effectiveness, in collaboration with the IEGC co-chairs, administers the IEPS in the Fall and conducts the Evaluation of the Institutional and Governance Procedures in the Spring of year three.

### Instructions:

1. **Complete the IEPS:** The Office of Institutional Effectiveness distributes the IEPS college-wide.
2. **Present IEPS Results:** The IEGC co-chairs will present the results of the IEPS as a discussion item at IEGC, College Council, and Academic Senate.
3. **Review Evaluation Documents:** The IEGC co-chairs will review the following planning and decision-making documents:
  - a. Institutional and Governance Procedures
  - b. Institutional Effectiveness and Planning Survey results
  - c. Reports of Effectiveness
  - d. Minutes from the leadership council meetings where resource requests are prioritized
  - e. Key Performance Indicators Progress Reports prepared by the Office of Institutional Effectiveness. This report is presented to College Council and discussed by the leadership councils during the Fall term of each academic year and addresses annual progress toward KPI targets.
  - f. College President Memoranda: By the end of the year, the College President distributes a memorandum college-wide that identifies which Program Review resource requests were funded. The memorandum includes approved positions, items, and budget, and an explanation for requests that were not approved by the College President.

4. **Discuss, Decide, and Improve:** The IEGC co-chairs will discuss any misalignment, discrepancies, or gaps in the planning and decision-making documents and make recommendations for improvement at the March IEGC meeting in the Spring semester of year three.
5. **Feedback & Approval** (if necessary): IEGC presents the evaluation findings and recommended improvements to College Council as a first read at the April meeting of the Spring semester of year three, with a second read and action scheduled for the May meeting.
6. **Take Action:** At the May meeting of the Spring semester of year three, IEGC co-chairs will share the feedback and improvement updates from College Council and implement the changes to the institutional and governance procedure. Improvements will be used to inform the next strategic plan.

## Track Changes Version

### Executive Summary

Norco College has developed a comprehensive and integrated framework for institutional effectiveness and governance designed to support continuous improvement, strategic alignment, and equitable student outcomes. Through a series of ~~interconnected institutional and governance~~ procedures ~~and governance structures~~, the ~~college~~ College ensures that ~~institutional~~ planning, resource allocation, and decision-making are transparent, data-informed, and mission-driven.

~~At the core of this framework are five Leadership Councils—Academic, Student Support, Resources, College Council, and the Institutional Effectiveness & Governance Council (IEGC)—which collectively guide the implementation and assessment of the college’s strategic goals. Each council engages in regular self-evaluation through the Reports of Effectiveness, contributing to a cycle of continuous improvement that aligns planning with operational outcomes—College Council serves as the overarching body that integrates the work of the leadership councils—Academic, Student Support, Resources and Institutional Effectiveness & Governance—in support of the College’s strategic goals and continuous improvement.~~

The chapter details the following ~~procedures~~:

- **Mission, Vision, and Core Commitments Review Procedure** occurs every five years and involves broad stakeholder input to ensure alignment with student needs, equity goals, and accreditation standards.
- **Assessment of Institutional Climate Procedure Assessments**, is administered in years one and four of each planning cycle ~~and~~ provides insights into employee and student experiences, informing priorities and identifying progress areas.
- **The Strategic Planning and Governance Manual (SPGM) Revisions Procedure** ~~are governed by a documented process to ensure~~ accuracy, consistency, and broad participation in governance practices.
- **The Program Review Process** links program evaluation with strategic planning and resource prioritization, using disaggregated data to inform equity-centered decisions.
- **Electronic Voting Procedures for Leadership Councils and Committees** ensures ~~timely and participatory decision-making operational continuity when quorum is not met~~, supporting transparency and inclusivity.
- **Governance Self-Evaluation Procedures** guide councils and committees through a structured review of their ~~function, purpose, and impact on institutional goals, including charter reauthorization, alignment and impact on strategic goals and priorities.~~
- **Evaluation of Institutional and Governance Procedures** ~~in year three~~ ensures that planning ~~and decision-making~~, resource allocation, and institutional effectiveness processes remain relevant, efficient, and strategically aligned.

Each ~~of the procedures is provided in the following template~~ procedure is presented in the following ~~format~~:

- Purpose: Explains why the procedure is ~~needed~~ necessary
- Scope: ~~Describes which areas are covered by the procedures~~ Defines what areas the procedures apply to
- Timeline: ~~Describes Prescribes~~ when the tasks and activities will occur
- Procedures: ~~Detail how~~ Details how the tasks will be ~~carried out~~ conducted

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- Instructions: ~~Steps to follow to complete the procedure~~ ~~The actions required to complete the procedure~~

Together, these procedures reflect Norco College's commitment to shared governance, equity, and institutional excellence. The integration of continuous feedback, stakeholder engagement, and strategic alignment ensures that the college-College is well-positioned to adapt, improve, and fulfill its mission.

## Institutional Procedures

### Mission, Vision, and Core Commitments Review Procedures

**Purpose:** The purpose of the Mission Statement, Vision, and Core Commitments Review (MVCC) Procedure is to ensure that Norco College has a clearly defined mission that reflects its character, values, organizational structure, and unique student population as required by the ACCJC Accreditation Standards. Regularly reviewing the Mission Statement, Vision, and Core Commitments allows College constituents to reaffirm the College's commitment to providing equitable educational opportunities and outcomes for all students.

**Scope:** The Mission, Vision, and Core Commitments Review Procedure requires the participation of all College constituencies in reviewing and revising the Mission, Vision, and Core Commitments (MVCC), ensuring they reflect the character, values, and structure of the College and the unique student population it serves.

**Timeline:** Every five years (beginning in the 2024-2025 academic year), the Vice President of Planning & Development and the Accreditation Faculty Co-Chair will lead the review and revision of Norco College's Mission Statement, Vision, and Core Commitments in the Spring Terms of 2025 and 2030. 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 Co-Chair, the College will undergo a process of reviewing and revising the College mission, vision, and core commitments every five years. This includes broad feedback from institutional stakeholders. Academic Senate and College Council provide input and final recommendations to the College President. The College President initiates district approval via the District Strategic Planning Committee, the Board of Trustees, and the Chancellor.

#### 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 the College community.

4. **Newly Revised MVCC Distributed for College Approval:** The newly revised MVCC will be presented at all college leadership councils, including Academic

Senate and College Council, as an action item 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 purpose of the Assessment of Institutional Climate Procedure is to evaluate one or more aspects of the institutional climate through using a validated instrument. The goal of the institutional climate assessment is to gather data on the perceptions and experiences of college employees and students, to ensure a positive, inclusive, and productive environment. If there is a desire to compare to other institutions in or outside the district, the instrument to be used should be a third-party instrument constructed for this purpose.

**Scope:** The procedures covers the selection, dissemination, and use of climate survey results.

**Timeline:** In every five-year cycle of the approved strategic plan, the Assessment of Institutional Climate will be completed in the Spring semesters of year one and year four of the planning cycle. In this way, the initial results of the climate survey will be available to inform all other institutional procedures for areas of guide improvements, and the year four results will indicate whether improvements have been achieved.

**Procedures:** The Assessment of the Institutional Climate is led by the Office of Institutional Effectiveness in collaboration with the IEGC co-chairs and members to facilitate the selection, dissemination, and use of climate surveys in years one and four of the five-year strategic plan to inform and guide improvements in planning and institutional effectiveness.

#### Instructions:

- Selection of the Climate Survey:** The Office of Institutional Effectiveness will identify and select a validated climate survey based on a review of technical specifications and input from the IEGC Chairs and/or IEGC members.
- Dissemination of the Survey:** If purchased from a third party, the survey will be sent to all members of the stakeholder group for which it is designed or in accordance with third party established guidelines, if purchased from a third party.
- Communication of Survey Results:** The results of the climate survey will be shared at an IEGC, College Council, Academic Senate and to other college groups as needed meeting in the following Fall semester of year two, highlighting areas for improvement. The results of the year four climate survey will be shared in the Fall semester of year five, 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.
- Use of Results:** Results will inform and guide institutional procedures and planning processes. Climate survey results in year four will identify whether interventions identified from the year one survey have made an impact. If these areas of improvement persist or if new areas emerge, they may inform the creation of the next strategic plan.

**Commented [AH1]:** If the climate survey will be coordinated across the district, we will need to update this section to describe who is responsible and the process.

**Commented [AH2]:** Talk to Dr. James about the status of the climate survey discussion with Dr. Few; take climate survey comparison and discussion to first IEGC meeting.

### Strategic Planning and Governance Manual (SPGM) Revision Procedures

**Purpose:** ~~The purpose of the Strategic Planning and Governance Manual Revision Procedure is to~~ Ensure the quality, accuracy, integrity, and transparency of the Strategic Plan and Governance Manual by describing the process for making revisions, updates, and improvements.

**Scope:** ~~The procedure guides r~~ Revision control ~~procedures~~ for updating the Strategic Plan and Governance Manual ~~(SPGM).~~

**Timeline:** Throughout the five-year SPGM, members of any governance entity or bargaining unit may request updates or changes to the document by following the instructions provided. ~~Alternatively, any institutional member may submit updates or improvements to the SPGM through the SPGM Improvement Form, which should be sent directly to the IEGC Co-Chairs.~~

**Procedures:** Requests to revise or update the SPGM are submitted to the IEGC co-chairs ~~(by a governance entity or through the Improvement Form),~~ who will initiate and facilitate ~~the document control and~~ revision procedures.

**Instructions:**

- ~~1. Content Update~~ **Revision Request:** ~~Members of any governing entity i~~ identify ~~procedures or content~~ to be revised or updated that requires a revision or update in the SPGM.
- ~~2. Submit for Review:~~ Submit a revision request to the IEGC co-chairs SPGM Revision Form to initiate the document revision begin the process. The IEGC co-chairs will review and document via a shared Revision Log, which the IEGC Meeting Recorder will maintain.
- ~~3. Draft Revise:~~ IEGC co-chairs will send a Watermarked Draft Word document ~~of with the revised/updated~~ section(s) for revision to the requestor.
- ~~4. Submission of Track Changes:~~ The requester will make the desired changes using ~~provide~~ track changes ~~via redlining to the section~~ and submit the updated final draft to IEGC co-chairs for review and approval.
- ~~2. Revision Recommendation:~~ The IEGC co-chairs will present the finalized revision as an Action Item to IEGC for approval ~~consideration~~.
- ~~3. Approval:~~ Once IEGC approves the revision, the IEGC co-chairs will present the revision as an Action Item to College Council for approval. ~~submit the recommended revisions to College Council for review and approval.~~
- ~~4. Revision Control:~~ Once College Council approves the SPGM updates ~~revision~~, 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 at Norco College is the Program Review process. Program Review ensures continuous improvement and alignment with the college's mission, strategic goals, and the Educational Master Plan (EMP). Through the Program Review ~~process~~ process, College stakeholders systematically evaluate 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 and aligns with Accreditation Standards and the college's commitment to data-driven decision-making. The Program Review Process has four components: 1. Report on current goals; 2. Set new goals; 3. Align program goals with college strategic goals; 4. Determine how the college can help the unit achieve its goals (through resource allocation or improvements to process and procedure.)-Each year, programs can make annual updates to their Program Review through resource requests and assessment updates.

**Commented [AH3]:** Does this form exist and where is it located online? is a form even needed or can requests be sent directly to the co-chairs using the instructions?

**Commented [AH4]:** This section including the diagram will need to be updated following the comprehensive PR evaluation and once a mandatory annual review is implemented. The timeline may need to be adjusted, especially for faculty prioritization (might need to be called out separately on the diagram).

Details regarding the Comprehensive Program Review Process, including the Annual Resource Request and Prioritization Process, can be found online at [www.norcocollege.edu/committees/prc/](http://www.norcocollege.edu/committees/prc/).

## Governance Procedures

### Electronic Voting Procedures for Leadership Councils and Committees

**Purpose:** ~~The purpose of the Electronic Voting Procedure is to~~ encourage participation, support transparency, and ensure consistency across the leadership councils and committees in decision-making. Electronic voting (e-voting) protocols provide flexibility to ensure all constituents, regardless of work location, can participate in college governance, and decision-making is timely and responsive.

**Scope:** These protocols allow for e-voting by email on items added to the agendas of leadership council meetings ~~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. E-voting procedures are not applicable for governance entities that are subject to the Brown Act (~~i.e. e.g.,~~ Academic Senate).

**Timeline:** Within three business days ~~following of any a~~ leadership council or committee meeting, ~~the co-chairs may initiate an e-vote on an item from that meeting, where quorum is not met, an e-vote can be initiated for any agendaized a quorum is not met, an e-vote can be initiated for any agendaized action item from that meeting.~~ Once initiated, council/committee members will ~~be provided have at least~~ five business days to vote electronically on that item.

**Procedures:** The leadership council/committee co-chairs will initiate e-voting procedures. Although ~~council~~ attendance is encouraged and expected for all appointed members, e-voting provides councils/committees with the opportunity to conduct business when the 50% +1 quorum meeting requirements (both in-person and virtual attendees) are not met in addition to items that need to be addressed in a timely manner. Any action item from such a council/committee meeting may be acted upon via the electronic voting procedures below.

#### Instructions:

- ~~5. Establish Quorum: The leadership council co-chairs establish that voting is suspended due to a lack of quorum at the regularly established council meeting.~~
- 6. Initiate E-Vote:** Within three business days ~~following of a~~ leadership council or committee meeting ~~in which a quorum was not met~~, the council co-chairs may initiate an e-vote on ~~any action~~ item from that meeting.
- 7. Distribute E-Vote to Members:** The ~~leadership council, co-chairs and/or meeting recorder, or meeting recorder~~ will initiate the e-vote via an email to voting members. Each email message will only contain one action item and any associated documentation. ~~distribute separate messages for each item for which an e-vote is sought. Each item shall include the relevant documentation for the action item.~~
- 8. Discuss and Collect E-Votes:** All appointed leadership council or committee members, including ~~council~~ co-chairs, will have five business days to submit their comments and e-vote.
- 9. E-Vote Reporting:** After an e-vote, the co-chairs ~~and or~~ meeting recorder will send an E-Vote Report ~~to the members~~ listing each member's vote and summarizing the outcome ~~of the vote~~. A passing vote requires a majority vote (50% +1) of voting members.

**Commented [AH5]:** Should this be expanded to apply to all committees and taskforces under leadership councils. If so, we need to adjust the language in this section to be more broadly applicable.

**Commented [AH6]:** Why is evoting restricted to when a quorum is not met? Past practice has allowed evoting on time-sensitive items outside of meeting times.

**Commented [AH7]:** Feedback was to add quorum requirement, but decided against due to past exceptions that did not meet this condition.

**Commented [AH8R7]:** The protections built in are: 1. item must have been added to a meeting agenda in the past; 2. allows for informed decision meeting by giving context and background to members prior to e-voting.

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**Commented [AH9]:** Should evoting really be contingent on a lack of quorum?

10. Add to Meeting Minutes: The E-Vote Report will be added to the next meeting agenda as an information item and meeting minutes of the next meeting.

### Charter Procedures

**Purpose:** To ensure that each governance 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.

**Scope:** Governance entities can create new charters at any time during the five-year strategic planning cycle. All governance entities shall seek reauthorization of existing charters in years two and four of the five-year strategic planning cycle as part of the Governance Self-Evaluation and Continuous Improvement Process.

**Timeline:** Each governance entity conducts an annual internal review of its charter for updates and revisions, led by the chair or co-chairs. In years two and four of the five-year strategic planning cycle, each governance entity will participate in the Governance Self-Evaluation and Continuous Improvement Procedures, 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. The first set of instructions is for the creation of new charters, followed by the procedures for the reauthorization of existing charters.

#### New Charter Instructions:

1. **Creation of New Charter:** Any member of a constituent group at the college may propose a new council, committee, or other group that aligns with and supports the College's strategic goals. The following charter elements are required:

- 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 Staf: Support staf assigned to the Council/Committee

2. **Feedback and Approval:** The new charter will be presented to the appropriate governance entity (i.e. one of the four leadership councils or Academic Senate) authorizing body to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures.

3. **New Charter Recognition:** 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.

**Commented [CA10]:** Should there be a process for establishing workgroups or project teams? At least a template of things to consider, i.e., timeframe, deliverables, alignment, approving and reporting group, and any reports?

**Commented [CA11]:** Confusing, consider re-writing for clarity

**Commented [CA12]:** Repetitive, consider revising and simplifying.

**Commented [CA13]:** Will a template be provided to ensure consistency?

**Commented [CA14]:** Consider removing names because membership changes constantly. Consider including the desired membership, which includes the constituent group and department/area of each member.

**Commented [CA15]:** Alignment to accreditation standards?

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.

### Reauthorization of Existing Charter Instructions:

1. **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.~~
- ~~Brown Act: identification of bodies subject to the Brown Act~~
- ~~Meeting Schedule: regularly occurring meeting schedule~~
- ~~Chair/Co-Chairs (include constituent group when relevant)~~
- ~~Reports and Recommendations to: the governance entity or office that the council or committee reports and submits recommendations to~~
- ~~Required Reports and Updates: specific reports and updates related to institutional effectiveness and strategic goals~~
- ~~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~~
- ~~ACCJC Accreditation Standards: alignment to specific standards that guide the committee or council's work~~
- ~~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.~~
- ~~Link: Provide URL to site with Membership Roster.~~

2. **Discuss and Document:** The members will discuss the composition and purpose of the council or committee alongside their ~~RR~~ 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.

3. **Feedback and Approval:** Charter revisions and recommendations will be presented to the group's governing 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~~

**Commented [AH16]:** New charters are only necessary when new leadership council or committees are created (they are not required for operational groups - see pg. 32 of the SPGM). New councils and committees are only created following an evaluation of the strategic plan/structure. This section should not be included in the procedures because it creates the misconception that new governance entities can be created at any time merely by developing a new charter.

**Commented [AH17R16]:** On pg. 32 in "3. Operational Groups" you should include a list item that requires those groups to document their purpose, scope, deliverables, and timeline at the time of creation by the umbrella council/committee.

**Commented [CA18]:** This should be membership structure, areas, roles, and constituent groups, actual names are unnecessary

**Commented [CA19]:** This is not indicated as included in new charters?

**Commented [CA20]:** Again, this is not mentioned as required or even optional in the creation of a new charter; consider including.

**Commented [CA21]:** Consider providing a link to committee or council webpage.

**Commented [CA22]:** Consider revising to suggest reviewing Senate bylaws for membership considerations for Senate subcommittees.

**Commented [CA23]:** Shouldn't this also apply to all councils and committees, because changes in support staff may be implicated by job descriptions?

- iv. Membership structure
- v. Strategic alignment
- vi. Change in authorizing body

4. **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 should no longer convene.

### Governance Self-Evaluation & Continuous Improvement Procedures

**Purpose:** The purpose of the Governance Evaluation Procedure is to ensure the efficiency, effectiveness, and alignment of all governance entities. 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 for evaluating of all governance entities for the purpose of to strengthening confirm alignment to with strategic goals and priorities, and continued improvement.

**Timeline:** In alignment every five-year cycle of an approved with the strategic plan, the Governance Evaluation self-evaluation and continuous improvement procedure will be ~~to be~~ completed in years two and four of the five-year plan cycle or can be initiated at any time during the five-year cycle if a need for a major change is identified.

**Procedures:** Facilitated by council or committee co-chairs, with IEGC co-chairs' support and oversight by College Council. The evaluation and improvement procedures Governance Evaluation Procedure The Office of Institutional Effectiveness initiates the Governance Evaluation Procedure will be initiated in the Fall semester of years two and four of the five-year strategic plan by sending out the Survey of Effectiveness to the council or committee co-chairs. to support the college Mission, Vision, and Core Commitments through continuous improvement procedures in governance aligned with Accreditation Standards. If the need for a major change is identified, the council or committee co-chairs will notify the Office of Institutional Effectiveness to initiate the Governance Evaluation Procedure. Major changes may include updating the name of group name, group purpose, membership structure, strategic alignment, change in authorizing body, or need to create a new group.

#### Instructions:

1. **Complete the Survey of Effectiveness:** Each Council or committee co-chairs will distribute the Survey of Effectiveness to their membership for completion prior to the last meeting of the Fall Semester and facilitate survey completion in the Fall semester of years two and four of the five-year strategic plan. of years two and four of the five-year cycle.
2. **Discuss Results and Plan, Decide, and Improve:** At the last Fall meeting of the term, council or committee members will document discussions and decisions regarding survey results and actions for improvement. Discussion will be documented in meeting minutes, charter alignment, and recommended improvements, along with actions that ensure compliance with institutional procedures.
3. **Document Improvements and Revisions:** Co-chairs complete the Report of Effectiveness using the survey results and discussion from the last meeting of the Fall term. If any changes need to be made to the charter based on the Report of Effectiveness, they should be made at this time. The Report of Effectiveness and updated charter (if necessary) should be added as an Action Items to the first meeting

**Commented [CA24]:** 1.The above makes this confusing: is membership a major or minor change?

**Commented [AH25]:** Split this section in three parts: 1. Governance Self-Evaluation that would include the administration of the Survey of Effectiveness and the review of the results; 2. Improvement Plan Procedures that would include the Report of Effectiveness (discussion and decisions aimed at making improvements to the council or committee); 3. Improvement Plan Implementation Procedures that would include making the improvements specified by the plan including changes to the charter.

**Commented [AH26]:** Change based on feedback

**Commented [AH27]:** Change based on feedback

**Commented [CA28]:** Identify IE as the coordinating body for the survey distribution and dissemination of results. How often and when should the SOE be reviewed and updated?

~~of the Spring term. 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, the Report of Effectiveness as an Information Item~~ and updated ~~charters (if necessary) as an Action Item~~ to ~~the its~~ governing body in the Spring semester of years two and four ~~for feedback and approval. (In the case of the College Council, it will present its finding, and improvement plans~~ Report of Effectiveness to the college president and will present the updated charter (if necessary) to IEGC as an Information Item. ~~to the Institutional Effectiveness and Governance Council (IEGC)). The council or committee will adjust improvement plans in collaboration with feedback from the oversight governance body. If necessary, councils or committees should obtain approval for significant changes to their organizational structure or purpose.~~

5. **Finalize Improvement Plan:** Prepare the Report of Effectiveness (ROE) in the Spring semester of years two and four, 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:** Implement improvements identified through the Governance Evaluation Procedure. 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 ~~purpose of the Evaluation of Institutional Governance Procedures is to evaluate evaluation of the institutional processes and procedures related to regarding~~ strategic planning and decision-making ~~procedures.~~

**Scope:** The procedures include activities ~~for assessing all Institutional and Governance Procedures, relating to institutional effectiveness and planning, including program review, resource allocation, and decision-making, and compliance with institutional procedures.~~

**Timeline:** In every five-year cycle of ~~an approved, the~~ strategic plan, the evaluation of the institutional and governance procedures should be completed in ~~the Fall semester of year year three of the planning cycle.~~

**Procedures:** The Institutional Effectiveness Planning Survey (IEPS) is the primary mechanism for evaluating strategic planning and decision-making procedures. The Office of Institutional Effectiveness in collaboration with the IEGC co-chairs administer the IEPS in the Fall and conducts the evaluation of the Institutional and Governance Procedures in the Spring of year three. Led by IEGC co chairs and facilitated by council or committee co chairs. The Institutional Effectiveness Planning Survey (IEPS) is distributed college wide. All college employees are encouraged to participate. Following the IEPS administration in the Fall of year three, the IEGC co-chairs will initiate the evaluation of the institutional effectiveness and governance procedures in the Spring semester of year three.

### Instructions:

#### 1. Complete the IEPS: Review of the Planning and Decision-Making

~~Procedures:~~ The Office of Institutional Effectiveness distributes the IEPS college-wide.

**Commented [AH29]:** To be continued. .... This section needs to be further considered and revised.

**Commented [CA30]:** Consider doing it again in preparation for the next strategic plan to inform improvements and needs.

~~2. Discuss Present IEPS Results: The IEGC co-chairs will present the results of the IEPS as a Discussion Item at IEGC, College Council, and Academic Senate.~~  
~~1.3. Review Evaluation Documents: The IEGC co-chairs will review the following planning and decision-making documents:~~

- ~~Institutional and Governance Procedures~~
- ~~Institutional Effectiveness and Planning Survey Results~~
- ~~Reports of Effectiveness~~
- ~~Minutes from the leadership council meetings where resource requests are prioritized~~
- ~~Key Performance Indicators Progress Report: This report, to be prepared by the Office of Institutional Effectiveness, shall be presented at a College Council meeting during the fall term of each academic year addressing annual progress made on KPI targets. This report shall subsequently be discussed by each of the Leadership Councils as part of their annual review of assigned EMP objectives and their associated KPIs. Prepared by the Office of Institutional Effectiveness, this report is presented to College Council and discussed by the leadership councils during the Fall term of each academic year and addresses annual progress toward KPI targets.~~
  - ~~College President Memorandum: By the end of the year, the college president distributes a memorandum college-wide that identifies which program review resource requests were funded. The Memorandum includes approved positions, items, and budget and explanation for requests that were not approved by the president despite their recommendation.~~
    - ~~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—~~
    - ~~Review of the Mission, Vision, and Core Commitments Review Procedures and adherence to those procedures—~~
    - ~~Review of the charters for all Leadership Councils and College Council—~~

~~o The IEGC co chairs will review decision-making processes via a sampling of the following documents—~~

- ~~Minutes from the leadership council meeting where resource requests are prioritized. 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—~~

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**Commented [CA31]:** Should the IE dean or the OIE be included in this process, considering their role on campus?

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**Commented [AC32]:** Where is this mentioned? Will this be annual? Need some details of what this is

**Formatted:** Ligatures: None

**Commented [CA33]:** This needs to be explained somewhere in the SPGM

**Commented [CA34]:** Where is this mentioned? Will this be annual? Need some details of what this is

• ~~College President Memorandum: By the end of the year, the college president distributes a memorandum college-wide that identifies which program review resource requests were funded. Based on the previous year's program review requests and the prioritization process, by the end of each academic year (or as soon thereafter as budget recommendations and decisions for the subsequent academic year have been made) the College President will submit a memorandum to the college-at-large that identifies which resource requests were funded. The Memorandum shall include approved positions, items, and budget and explanation for requests that were not approved by the president despite their recommendation, that are approved for hiring as well as other resources. In instances in which the President's decisions do not correspond to the recommendations of the prioritization process, a detailed rationale for the decisions will be provided.~~

• ~~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:** ~~The IEGC co-chairs will discuss any misalignment, discrepancies, or gaps in the planning and decision-making documents and make recommendations for improvement at the March IEGC meeting in the Spring semester of year three. 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): ~~The leadership council's IEGC presents the evaluation findings and plans recommended improvements to the College Council as a first read at the April meeting of the Spring semester of year three, with a second read and action to be taken in scheduled at for the May meeting. 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 Take Action:** ~~At the May meeting of the Spring semester of year three, IEGC co-chairs will share the feedback and improvement updates from College Council and implement the changes to the Institutional and Governance: Procedures. Improvements will be used to inform the next strategic plan.~~

4. ~~Prepare a final report documenting the findings and recommendations from College Council 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 used to inform the next strategic plan.—~~

**Commented [AH35]:** Why are we using the RU for the evaluation of governance procedures as there is no requirement for submission related to strategic goals? The RU is a communication tool, but we do not use it for planning or decision-making.

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## **Recommendation Resulting from Revision of Institutional Procedures**

Under “Definitions of Groups” in the Governance Manual (p. 29-30)

Recommend adding the following to “3. Operational Groups” after the first list item (a.):

b. The above groups should document their purpose, deliverables, and timeline at the time of creation which should be included in the meeting minutes of the associated council/committee.

# KEY PERFORMANCE INDICATORS: 2024-25

## PROGRESS, OUTCOMES, AND KEY TAKEAWAYS

COLLEGE COUNCIL - APRIL 9, 2026



**NORCO**  
COLLEGE

# AT A GLANCE: WHAT THE DATA TELLS US



## Enrollment

- Enrollment is recovering and growing
- Headcount increased from 7,450 (2023-24) to 7,544 (2024-25)

## Completion

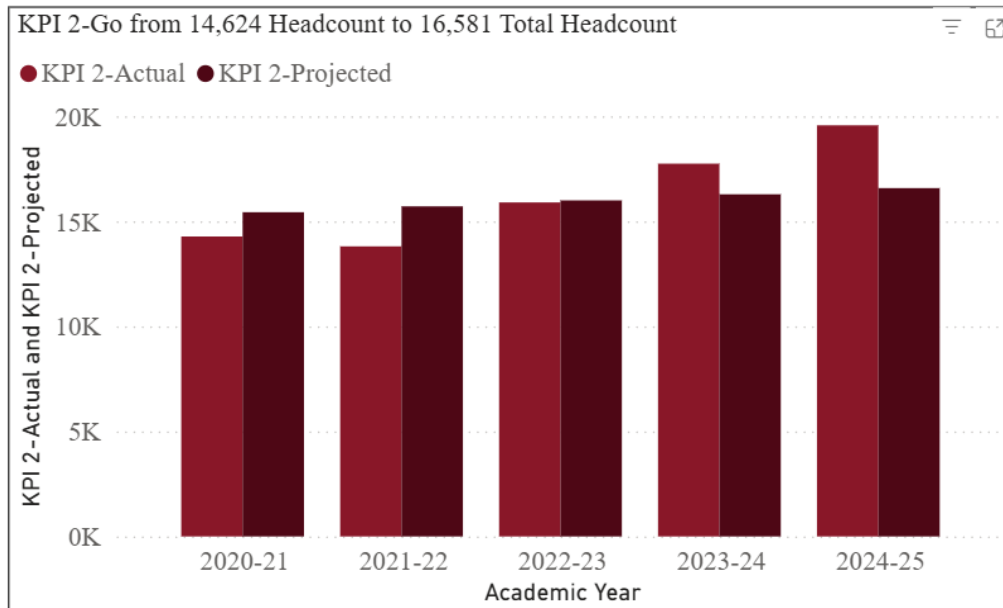
- Completion is beginning to rebound
- The number of certificates and degrees have increased since 2024-25
- 2024–25 reflects the highest number of transfers in the past five years

## Equity

- Equity gaps still exist and present opportunities for improvement

# ENROLLMENT (KPI 1 & 2)

## KPI 2: Go from 14,624 to 16,581 Headcount



## Progress

- FTES: 7,544 (near target, highest post-pandemic)
- Headcount: 19,570 (exceeds projection)
- Highest headcount in college history

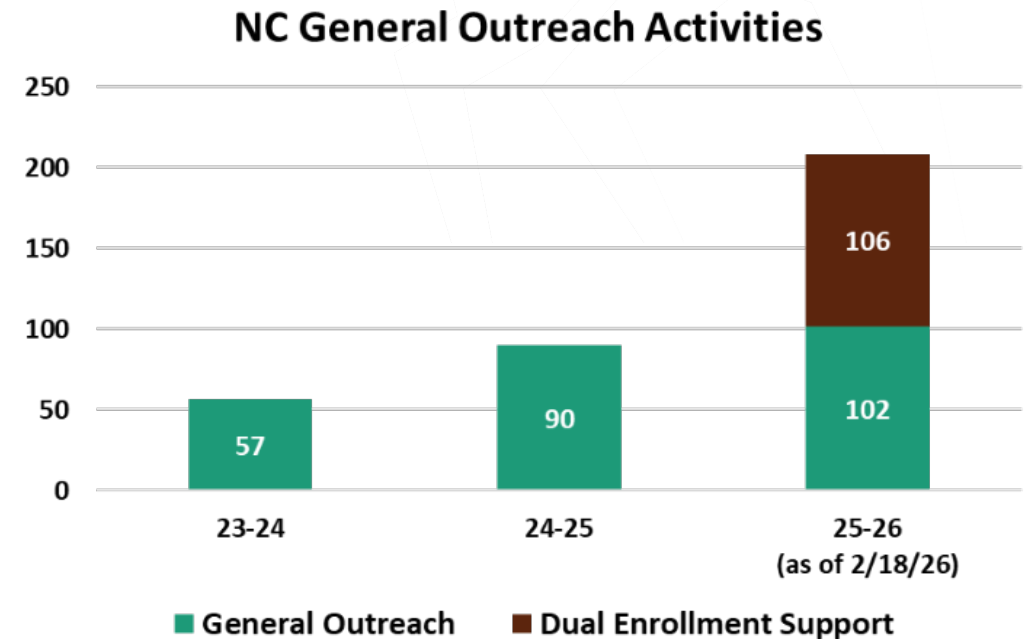
## Takeaway

Enrollment recovery is real and sustained.

# WHAT IS DRIVING ENROLLMENT GAINS

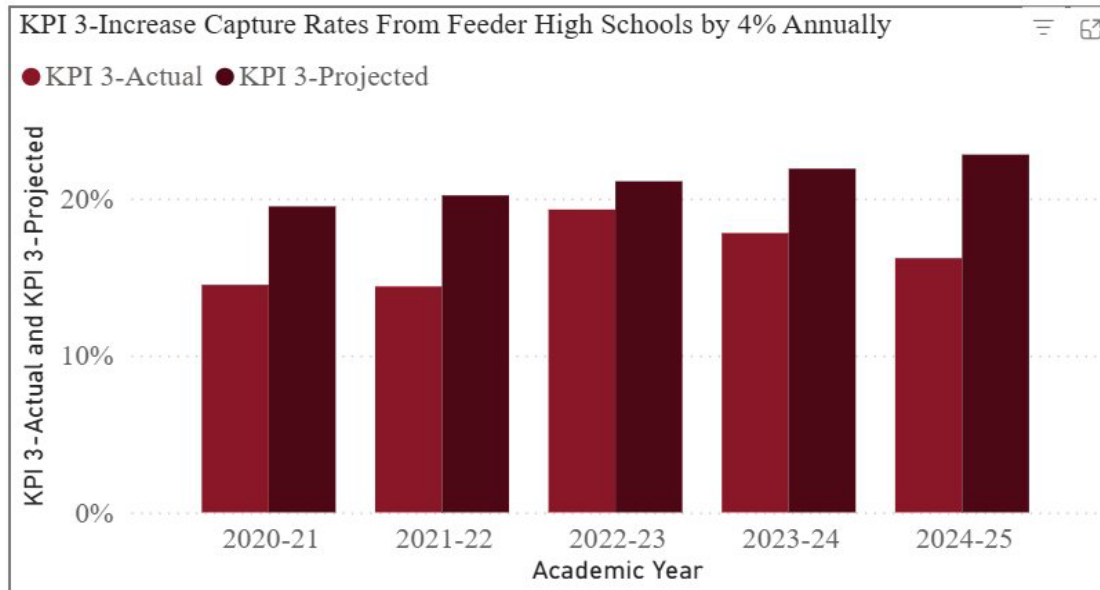
## Intentional Actions Taken

- Standard of Care
  - Individualized Student Support
- Expanded Outreach
  - +58% Activities
- Expanded Promise Program
  - From 1 to 2 Years



# PIPELINE CHALLENGES (KPI 3 & 7)

## KPI 3: Increase Capture Rates by 4% Annually



## Challenges

- Capture Rate: 16.2% (Downward Trend)
- First-Time Full-Time: 499 (Decline)

## Takeaway

Growth is strong, but the pipeline shows restriction.

# COMPLETION OUTCOMES (KPI 4 & 5)

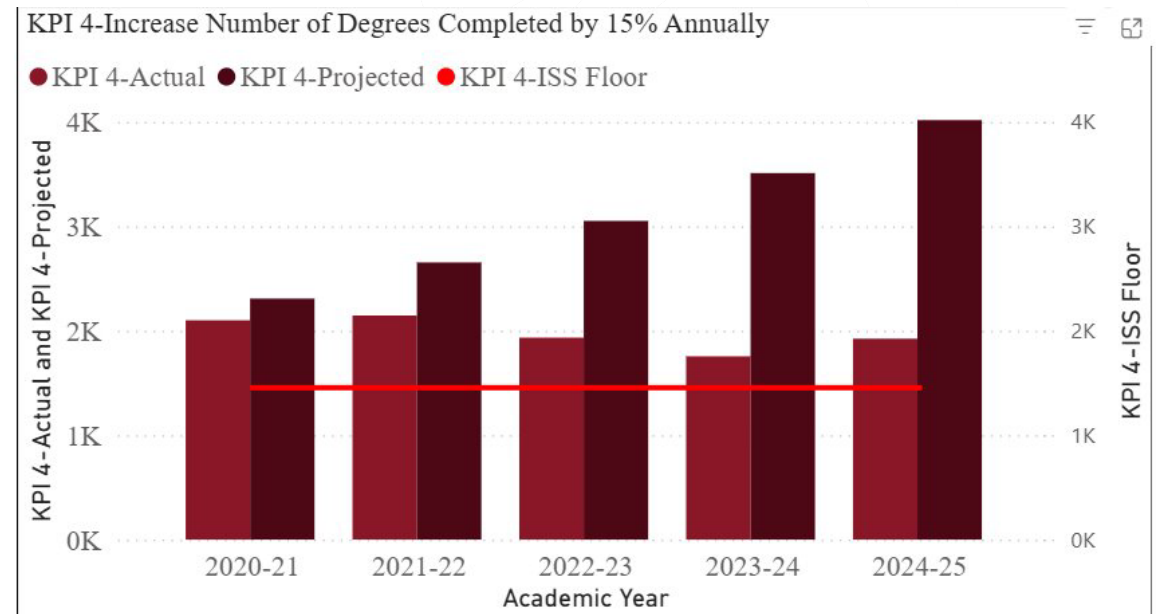
## Progress

- Degrees: 1,924 (slight increase)
- Certificates: Below projection for third year
- Lag effect from the pandemic enrollment decline

## Takeaway

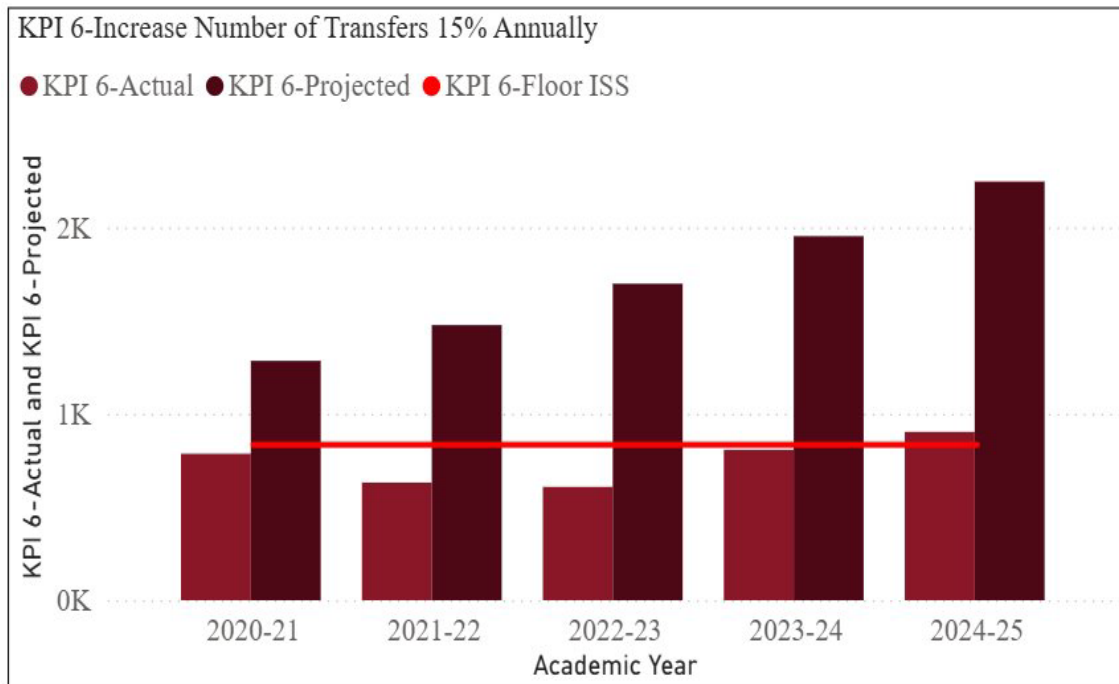
Completion is improving but still catching up.

## KPI 4: Increase Number of Degrees Annually



# TRANSFER SUCCESS (KPI 6)

## KPI 6: Increase Number of Transfer 15% Annually



## Progress

- Transfers: 903 (above Institution Set Standard)
- First time above the benchmark in 5 years
- Transitioning from volume to rate
  - Improves our ability to capture the student journey over 3-years

## Takeaway

Transfer is a clear area of progress.



# EQUITY OVERVIEW (KPI 8-12)

## Progress

- African American: Some narrowing, but not meeting targets
- Latinx: Gaps larger than projected
- Men of Color: Gaps increasing
- LGBTQ+: Gaps eliminated in three areas, new gap for transfer
- Foster Youth: Gaps eliminated in two areas, increasing gap for certificates

## Takeaway

Equity gaps remain uneven and persistent.

# EQUITY STRATEGY MOVING FORWARD



## What's Next

- 2025-2028 Student Equity Plan (SEP) Implemented
- Focus on:
  - Black/African American Students
  - Hispanic/Latine Students
- Guided Pathways and 3-Year Completion Model

## Equity Strategy

Targeted interventions and clearer alignment to completion pathways.

# FINAL TAKEAWAYS

A stylized, dark red graphic of a horse's head, facing right, positioned in the upper right corner of the slide. The graphic is composed of several overlapping, angular shapes that create a sense of movement and depth.

## Summary of Findings

- Enrollment is strong and recovering
- Completion and transfer outcomes are improving but lagging
- Equity gaps require consistent and focused action

## Looking Ahead

Move from recovery to intentional, equity-centered improvement.