Institutional Effectiveness & Governance Council
Agenda for February 26, 2026| 12:50 pm to 1:50 pm | Location: IT*211
Join via Zoom Link | **Meeting ID:** 841 3903 6382| **Passcode:** 046624

Council Members (total#13)

Ms. Charise Allingham, Mr. Zander Allport, Dr. Hayley Ashby, Ms. Hannah Brough, Ms. Caitlin Busso, Dr. Greg Ferrer, Dr. Tenisha James, Ms. Ashlee Johnson, Ms. Daniela McCarson, Mr. Dan Reade, Dr. Tim Russell, Mr. Alex Spencer and Mr. Alex Zuniga

Quorum: # 7

Subject to Brown Act: No

1. **Call to Order**

2. **Action Items**
2.1   **Approval of Agenda**
2.2   **Approval of November 20, 2025, Meeting Minutes**
2.3   **SPGM Institutional Effectiveness and Governance Procedures Revision (First Read)**

3. **Discussion Items**
3.1   **IEGC Charter**

4. **Information Items**
4.1   **Governance Orientation and Training Recap**

5. **Good of the Order**

6. **Future Agenda Topics**
6.1   **IEGC Annual Calendar Update for 2026-27**

7. **Adjournment**
   Next Meeting: March 26, 2026, Time: 12:50pm to 1:50pm, Location: IT*211

Spring 2026 IEGC Schedule		
Meeting Date	**Time**	**Agenda Item Request Deadline**
March 26, 2026	**12:50–1:50 PM**	**March 19, 2026 (5 PM)**
April 23, 2026	**12:50–1:50 PM**	**April 16, 2026 (5 PM)**
May 28, 2026	**12:50–1:50 PM**	**May 21, 2026 (5 PM)**

IEGC Purpose

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding 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 I and IV, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned Educational Master Plan objectives. The IEGC makes recommendations to the College Council, Academic Senate and the Vice President of Planning & Development.

Institutional Effectiveness & Governance Council

Meeting Minutes for November 20, 2025 | 12:50 pm to 1:50 pm | Location: IT-211

Join via Zoom Link | **Meeting ID:** 841 3903 6382| **Passcode:** 046624

Council Members (total#13)
Ms. Charise Allingham, Mr. Zander Allport, Dr. Hayley Ashby, Ms. Hannah Brough, Ms. Caitlin Busso,
Dr. Greg Ferrer, Dr. Tenisha James, Mr. Dan Reade, Dr. Tim Russell, Mr. Alex Spencer and Mr. Alex Zuniga

Council Members Not Present: Ms. Ashlee Johnson, Ms. Daniela McCarson,

Guest(s): Dr. Tammara Cummings and Bobby Nawabi

Recorder: Desiree Wagner

Quorum: # 7

Subject to Brown Act: No

1. **Call to Order: 12:50 p.m.**

2. **Action Items**
    2.1 **Approval of Agenda**
    • MSC (Motion- Mr. Dan Reade /Second- Dr. Tim Russell)
    • The Council reviewed and approved the agenda.
    • **Approved by consensus.**

    2.2 **Approval of Meeting Minutes, October 23, 2025**
    • MSC (Motion- Mr. Alex Spencer /Second- Ms. Charise Allingham)
    • The Council reviewed the meeting minutes with one correction. Item 4.4. should list Equity Programs Student Support Specialist/ coach. The meeting minutes were approved with the correction.
    • **Approved by consensus.**

3. **Discussion Items**

4. **Information Items**
    4.1 Report of Effectiveness 2024-25: Faulty Professional Development Committee (FPDC)
    • The meeting focused on reviewing the effectiveness report of the FPDC committee. The committee highlighted progress in several areas, including the integration of Guided Pathways into new faculty training and the successful conduct of Fall Flex and Spray Flex days. Key next steps identified were updating the charter and revisiting the committee's charge to ensure relevance.
        o FPDC: Update charter to reflect current available training courses and remove outdated objectives
        o FPDC: Consider meeting twice a month or finding ways to meet more frequently to improve efficiency
    • The discussion focused on evaluating the impact of Flex workshops and activities, with a suggestion to implement a feedback system where faculty could share their learnings after attending conferences. There was a proposal to create a separate session for sharing conference experiences, potentially in the form of 15-minute e-talks. The conversation also touched on the need for a closer relationship between TLC and FPDC, with a suggestion for collaborative brown bag sessions to discuss conference wins.

5. **Good of the Order**
    • Members were asked to complete the Tutoring Services and the Faculty Impact Surveys.
    • The group addressed the need for a faculty co-chair for the council, with Ashley considering stepping down after a long tenure. They explored options to maintain the current voting structure while potentially adding a non-voting member to improve communication. The conversation ended with a reminder about the tutoring survey and the Faculty Impact Survey, which faculty were encouraged to complete for college improvements.

6. Future Agenda Topics

6.1 Data Governance Workgroup Updates

6.2 IEGC Annual Calendar

7. Adjournment

Next Meeting: February 26, 2026, **Time:** 12:50pm to 1:50pm, **Location:** IT-211

Fall 2025 IEGC Schedule		
Meeting Date	**Time**	**Agenda Item Request Deadline**
~~September 25,2025~~	~~12:50–1:50 PM~~	~~September 18, 2025 (5 PM)~~
~~October 23, 2025~~	~~12:50–1:50 PM~~	~~October 16, 2025 (5 PM)~~
November 20, 2025	**12:50–1:50 PM**	**November 13, 2025 (5 PM)**

IEGC Purpose

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding 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 I and IV, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned Educational Master Plan objectives. The IEGC makes recommendations to the College Council, Academic Senate and the Vice President of Planning & Development.

SPGM Institutional Effectiveness and Governance Procedures Revision (First Read)

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

- Clean copy 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

Part 4: Institutional Effectiveness and Governance Procedures

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:

- **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** 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.
- **Program Review Process** links program evaluation with strategic planning and resource prioritization, using disaggregated data to inform equity-centered decisions.
- **Electronic Voting Procedure for Leadership Councils and Committees** ensures timely and participatory decision-making, supporting transparency and inclusivity.
- **Governance Evaluation Procedure** guides councils and committees through a structured review of their alignment and impact on strategic goals and priorities.
- **Evaluation of Institutional and Governance Procedures** ensure 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 Review Procedure

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. 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 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 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 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 of the planning cycle. 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 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 select 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 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.

Strategic Planning and Governance Manual (SPGM) Revision Procedure

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 revision control for updating the Strategic Plan and Governance Manual.

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 IEGC co-chairs, who will initiate and facilitate 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 can make annual updates to their Program Review through resource requests and assessment updates.

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/.

Governance Procedures
Electronic Voting Procedure 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 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 item from that meeting. an e-vote can be initiated for any agendaized

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 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:

6. **Initiate E-Vote:** Within three business days of a council or committee meeting, the co-chairs may initiate an e-vote on an item from that meeting.

7. **Distribute E-Vote to Members:** The co-chairs 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

8. **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.

9. **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.

10. **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 include instructions for evaluating governance entities to confirm alignment with strategic goals and priorities.

Timeline: In alignment 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 pior to the last meeting of the Fall Semester of years two and four of the five-year cyle.

2.

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.

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: In every 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:

   - 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: 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 an explanation for requests that were not approved by the president despite their recommendation.

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.

3. **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.

4. **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.

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) Revision**s **Procedure** ~~are governed by a documented process to~~ 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.
- **Electronic Voting Procedure**s **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 Procedure**s guides 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, t~~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

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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 Procedure~~s~~

Purpose: The purpose of the Assessment of Institutional Climate Procedure is to evaluat~~eion of one or more aspects of the institutional~~ the college 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 ensur~~eing~~ 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~~ will be a third-party instrument constructed for this purpose.

Scope: The procedure~~s~~ cover~~s~~ the selection, dissemination, and use of climate survey results.

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

Procedures: The ~~a~~Assessment of the ~~i~~Institutional ~~c~~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:

1. **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~~.
2. **Dissemination of the Survey:** ~~If purchased from a third party, t~~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.
3. **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.
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 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.

Strategic Planning and Governance Manual (SPGM) Revision Procedure~~s~~

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.

Purpose: ~~The purpose of the Strategic Planning and Governance Manual Revision Procedure is to~~ ~~Ee~~nsure 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~~R~~evision 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 procedure~~s~~.

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:** ~~A request is submitted~~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 D~~draft ~~Word~~ document ~~of~~with the ~~revised/updated~~ section(s) for revison ~~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 ~~Aa~~ccreditation 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/.

Governance Procedures

Electronic Voting Procedure~~s~~ for Leadership Councils and Committees

Purpose: The purpose of the Electronic Voting Procedure is ~~T~~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 me~~et~~eting. ~~where quorum is not met, an e-vote can be initiated for any agendized~~ ~~a quorum is not met,~~ an e-vote can be initiated for any agendized ~~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 an~~y~~ ~~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.

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 Staff: Support staff 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 Recommends 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 RReport 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

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~~ Procedure~~s~~

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 procedure~~s~~ 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 ~~s are to be~~ completed in years two and four of the five-year ~~plan cycle~~ 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 c~~Council or committee co-chairs will distribute the Survey of Effectiveness to their membership for completion pior 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 cyle.

~~1.~~2.

2. **Discuss Results and Plan, Decide, and Improve**: At the last ~~f~~Fall meeting of the term, council or committee members will ~~document~~ discuss~~ions 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 ~~c~~charter~~s~~ (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 agendized 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 procedure~~s~~ 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 th~~ee 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~~s 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 councils~~IEGC present~~s~~ 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 agendized 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.~~

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.

Council & Committee Charter (2025-2030)

Name of Council/ Committee: Institutional Effectiveness & Governance Council

Description (25-50 words):	The Institutional Effectiveness and Governance Council monitors institutional progress towards strategic goals and objectives; supports academic quality and integrity, ensures institutional effectiveness, and coordinates governance and procedures.
Brown Act (Yes or No):	No
Meeting Schedule:	The Institutional Effectiveness & Governance Council meets monthly on the fourth Thursday of the month at 12:50pm to 1:50pm, with video conferencing option, for Fall and Spring Terms.
Chair(s):	Dr. Tenisha James, Ms. Ashlee Johnson, Mr. Alex Spencer
Committee Membership:	• Vice President Planning & Development, Co-Chair – Administrator • Administrator with oversight of Institutional Effectiveness– Administrator • One at-large administrator (Marketing/Community Partnerships) – Administrator • One at-large administrator (Professional Development) – Administrator • Academic Senate Vice President – Faculty • Assessment Committee faculty co-chair – Faculty • Program Review Committee faculty co-chair – Faculty Membership • Faculty Professional Development Committee co-chair – Faculty • Representative with knowledge/experience in marketing – Classified Professional • Representative with knowledge/experience in area of professional development – Classified Professional • Representative with knowledge/experience in area of planning and effectiveness – Classified Professional • Representative with knowledge/experience in area of governance/strategic planning– Classified Professional • ASNC Representative – Student • ASNC alternative (non-voting) – Student
Reports and Recommends to:	The IEGC makes recommendations to the College Council and the Vice President of Planning & Development.
Required Reports and Updates:	1) SPGM Updates & Revisions, including IEG Procedures 2) Comprehensive Professional Development Update or Report 3) Institution Set Standards/ Accreditation 4) Governance Training, Coaching, and Support 5) Annual Prioritization 6) FPDC, NAC, Program Review Reports
Key Performance Indicators/Goals:	(6) Effectiveness, Planning and Governance
ACCJC Accreditation Standard(s):	1.4 & 4.3

Equity Focus:	Equitable outcomes in student success as measured by Key Performance Indicators
Edition Date:	February 10, 2026
Link to council/committee site with Membership Roster: www.norcocollege.edu/	

ACCJC Accreditation 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).

| 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 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities
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
8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement |

NORCO COLLEGE

Norco College Governance Orientation & Training Retreat

Agenda for February 10, 2026 | Time: 9:00 am – 3:00 pm | Location: CSS-217

| Time	Topic	Notes
9:00–9:15 AM	**Welcome**	**Breakfast will be provided**
9:15–10:00 AM	**Governance Structures & Accreditation**	a. Strategic Goal Alignment/Dashboard (IE Office) b. Governance Structure Review c. Institutional Effectiveness Procedures Review d. Governance Procedures Review
10:00–10:30 AM	**Governance Roles & Expectations**	
10:30–10:45 AM	**Break**	
10:45–11:00 AM	**Charter Template Review -Activity**	**In Co-Chair Teams**
11:00–12:00 PM	**Council Team Breakout- Handout**	**Council Team:** Template Review Facilitation 1. Committee Membership 2. Strategic Alignment & Accreditation (Areas of Greatest Impact) 3. Reports & Recommendations **Action Planning Template Facilitation**
12:00–1:00 PM	**Lunch**	**Lunch will be provided**
1:00–1:10 PM	**Communication: Role-Alike Teams - Activity**	
1:10–1:50 PM	**Role-Alike Teams - Breakout**	**Teams:** 1. Meeting Recorders 2. Faculty Co-Chairs 3. CSEA Co-Chairs 4. Management Co-Chairs
1:50–2:00 PM	**Role-Alike Share-Out**	
2:30–2:55 PM	**Decision-Making: All Group - Activity**	• Defining Strategic vs Operational • Action vs Discussion vs Info Item
2:45–3:00 PM	**Next Steps & Closing**	
Reminders:	• Please bring your laptop, as we will be engaging in interactive activities and working documents throughout the day. • Breakfast and lunch will be provided.	

FOLLOW ALONG: GOVERNANCE RESOURCES

1. WEBSITE: HTTPS://WWW.NORCOCOLLEGE.EDU/SD/IE/SP/GOVERNANCE-RESOURCES.HTML

2. SCAN THE QR CODE TO OPEN STRATEGIC PLAN & GOVERNANCE MANUAL
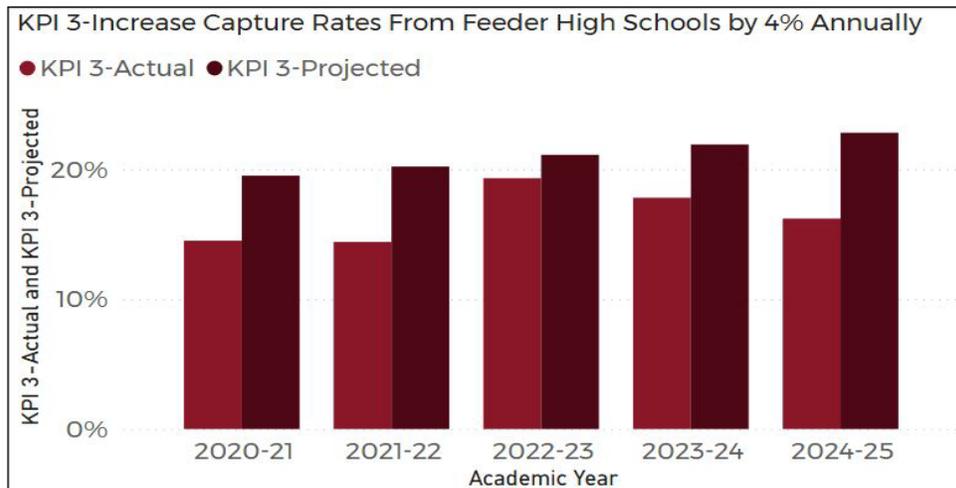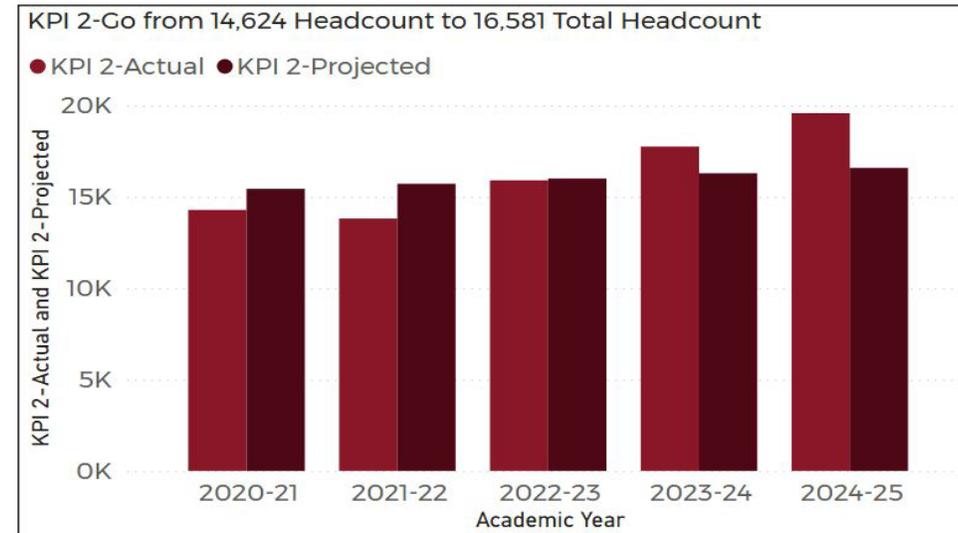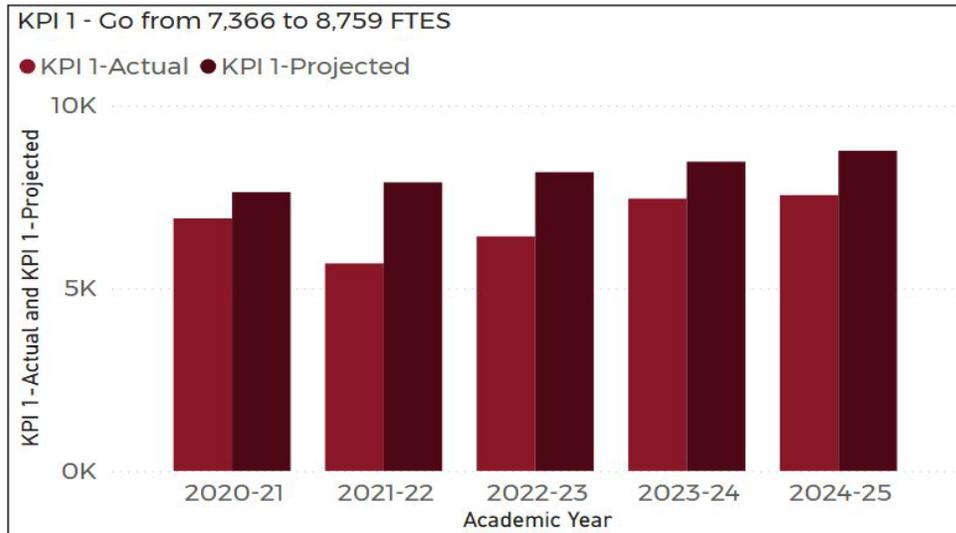
Division	EMP Goals	Objectives
Academic Affairs	Goal 1: Access	1.1 Meet or exceed district-set targets for FTES
	Goal 2: Success	2.1 Increase course success rate by 5%
		2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually
	Goal 5: Workforce	5.1 Align academic programs with living-wage careers
Business Services	Goal 7: Facilities	7.1 Maximize facilities funding
		7.2 Implement Sustainable Campus Components
		7.3 Enhance student spaces
		7.4 Improve transportation
	Goal 8: Resources	8.1 Refinement of the Budget Allocation Model (BAM)
Planning & Development	Goal 3: Equity	3.1 Eliminate equity gaps for Black/African American students
		3.2 Eliminate equity gaps for Hispanic/Latinx students
	Goal 4: Professional Development	4.1 Expand professional learning for student outcomes
		6.1 Set and assess ambitious student success goals
	Goal 6: Effectiveness	6.2 Strengthen governance & participation
	Goal 8: Resources	8.2 Secure grants & private funding
Student Services	Goal 1: Access	1.2 Increase annual headcount by 3%
		1.3: Increase capture rates from feeder high schools by 4% annually
	Goal 2: Success	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
	Goal 5: Workforce	2.6 Increase the number of students who receive aid by 6% annually
		5.2 Increase student enrollment in career pathways to living-wage careers

DIVISION GOAL ALIGNMENT

2025-2030 Strategic Alignment to Operational Divisions- Page 20

NORCO COLLEGE

GOVERNANCE OVERVIEW

Participatory Governance – Page 26

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, which is achieved by active participation and collegial interaction among all constituent groups.

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Guiding Principles of Participatory Governance at Norco College continued:

4. The most effective way to develop policies and procedures is to ensure opportunities for involvement from the constituent groups affected by the implementation of said policies and procedures.

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.
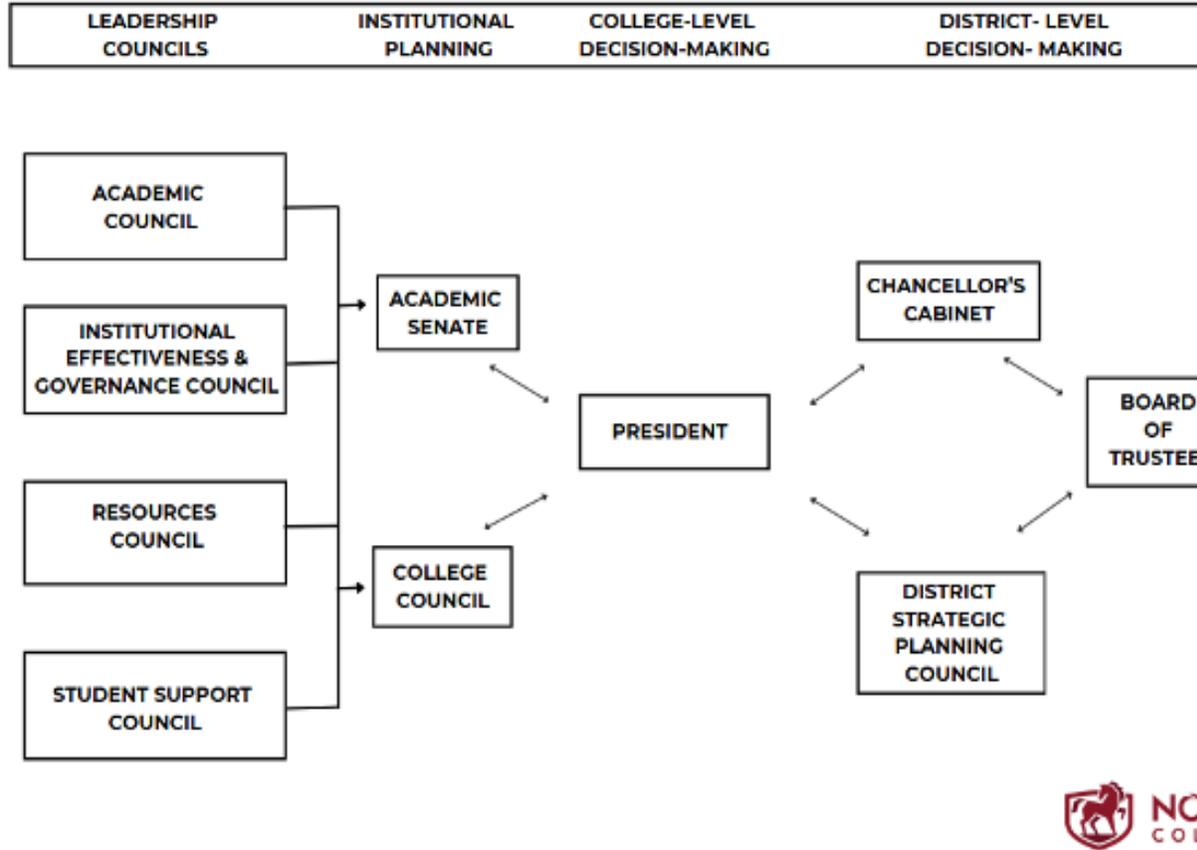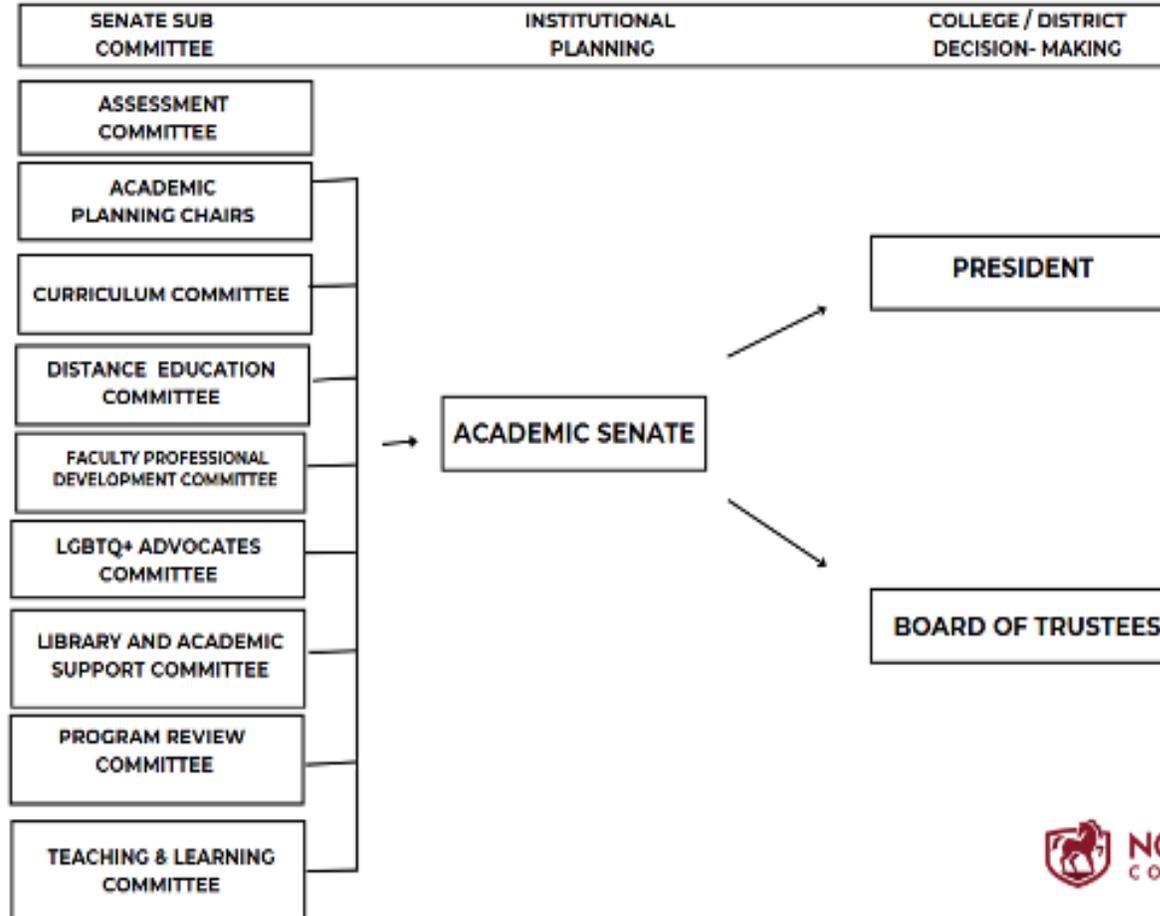

NORCO COLLEGE

GOVERNANCE OVERVIEW
Participatory Governance – Page 27

GOVERNANCE OVERVIEW

PARTICIPATORY GOVERNANCE – PAGE 28

INSTITUTIONAL EFFECTIVENESS AND GOVERNANCE PROCEDURES

- **Mission, Vision, and Core Commitments Review** occurs every five years and involves broad stakeholder input to ensure alignment with student needs, equity goals, and accreditation standards.

- **Institutional Climate Assessments**, administered in years one and four of each planning cycle, provide insights into employee and student experiences, informing priorities and identifying progress areas.

- **Strategic Planning and Governance Manual Revisions** 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** ensure 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.

- **Evaluation of Institutional and Governance Procedures** in year three ensures that planning, resource allocation, and institutional effectiveness processes remain relevant, efficient, and strategically aligned.

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Each of the procedures is provided in the following template:

- **Purpose:** Explains why the procedure is needed
- **Scope:** Defines what areas the procedures apply to
- **Timeline:** Describes when the tasks will occur
- **Procedures:** Detail how the tasks will be carried out
- **Instructions:** The actions required to complete the procedure

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/committees should maintain a document detailing the terms of chairs/co-chairs.

- In all cases, Council and Committee chairs/co-chairs are considered voting members of their groups and are counted for the purposes of quorum.

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Councils and Committees that include membership from multiple constituencies and adopt a co-chair/tri-chair system are encouraged to follow these guidelines:

- When a particular constituency holds chair positions, 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.

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GOVERNANCE PROCEDURES

Councils and committees should publicly publish their agendas at least three days (including weekends) prior to 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 can be modified before the approval of the agenda, except for Action Items. Last-minute agenda changes should be minimized to ensure meeting transparency.

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.

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

- **"Full record"** means 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.

- **"Brief yet accessible"** means 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.

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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. Examples of common updates include:

  - Changes to group roster or membership.
  - Changes or updates to meeting days, times, and locations.
  - Changes to any linked documents, guides, or other resources provided to the community.

- 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.

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CHARTER TEMPLATE REVIEW ACTIVITY

In Co-Chair Teams

CHARTER TEMPLATE REVIEW

Council and Committee Charter Template- Page 42

Council & Committee Charter (2025-2030)

Name of Council/ Committee:

Description (25-50 words):	
Brown Act (Yes or No):	
Meeting Schedule:	
Chair(s):	
Committee Membership:	
Reports and Recommends to:	
Required Reports and Updates:	
Key Performance Indicators/Goals:	
ACCJC Accreditation Standard(s):	
Equity Focus:	
Edition Date:	
Link to council/committee site with Membership Roster: www.norcocollege.edu/	

ACCJC Accreditation 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).

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 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities 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 8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement

CHARTER TEMPLATE REVIEW

IEGC EXAMPLE- Pages 21-23

Council Team: Facilitation Template Review

1. Committee Membership
2. Strategic Alignment & Accreditation
   (Areas of Greatest Impact)
3. Reports & Recommendations

COUNCIL TEAM BREAKOUT HANDOUT

Action Planning Template

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Teams: **Roles of Attendee**

1. Meeting Recorders
2. Faculty Co-Chairs
3. CSEA Co-Chairs
4. Management Co-Chairs

COMMUNICATION: ROLE-ALIKE TEAMS ACTIVITY

Breakout & Share Out

Breakout Questions:

Opening: Communication is successful when…

1. What information from governance spaces do people in our role/constituency most often say they didn't hear, heard late, or didn't understand? What patterns do we notice?
2. How do we currently share information back to our constituent group? What works well? What feels inconsistent?
3. Where does communication break down within our role?
4. What is one practice we could standardize within our role to reduce confusion or duplication?
5. Share-out:
   - One Insight about communication challenges
   - One Commitment we are making

COMMUNICATION: ROLE-ALIKE ACTIVITY

BREAKOUT & SHARE OUT

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Defining:

1. Strategic vs Operational
2. Action vs Discussion vs Info Item

DECISION-MAKING: ALL GROUP ACTIVITY

All-Group Activity

Strategic vs Operational:

Strategic governance sets the direction and priorities; operational work carries out the actions to make that direction real.

In governance, strategic decisions:

- Set vision, goals, and success measures
- Establish priorities
- Informed by data and institutional mission
- Shapes *what* the college will pursue, not *how* the daily work is done.
- If the question is about direction, priorities, or outcomes = strategic

In governance, operational decisions:

- Determine procedures, workflows, timelines
- Assign tasks and manage resources
- Address logistics, staffing, and implementation details
- Focus on *how* work happens within established strategic direction
- If the question is about process, logistics, or execution = operational

Share-out: One strategic decision example and one operational decision example

DECISION-MAKING

Discussion

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Strategic vs Operational:

Item Type	Strategic (Governance Role)	Operational (Implementation Role)	Key Question to Ask
Action Item	**Approves direction, priorities, policies, or frameworks that guide the institution.**	Approves procedures, workflows, assignments, or timelines that carry out direction.	*Are we deciding **what/why**, or **how/who/when**?*
Discussion Item	**Explores implications, risks, data trends, or equity impacts to inform future strategic decisions.**	Troubleshoots processes, logistics, or implementation challenges.	*Are we shaping future direction, or solving an execution issue?*
Information Item	**Shares high-level updates tied to goals, KPIs, accreditation, or institutional priorities.**	Shares implementation updates, timelines, or procedural changes.	*Is this for strategic oversight or operational awareness?*

Label Council/Committee reports and recommendations from Charter as Strategic or Operational

DECISION-MAKING
Discussion

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Next Steps:

- **Spring 2026:**
  - Charter discussion and approval
  - Council action plans discussion
- **Continuous Improvement: Communication & decision-making**

GOVERNANCE COMMITMENTS & NEXT STEPS

NORCO COLLEGE

For Questions: **Contact Your College Council Co-Chairs**
Dr. Tenisha James, Management Co-Chair
Dr. Virgil Lee, Faculty Co-Chair
Ms. Charise Allingham, CSEA Co-Chair

Email: **CollegeCouncil@norcocollege.edu**
Website: https://norcocollege.edu/committees/college/index.html

CLOSING REFLECTION

THANK YOU!

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