



NORCO
COLLEGE

Part 4: Institutional Effectiveness and Governance Procedures



Table of Contents

Executive Summary 45

Institutional Procedures..... 46

Mission, Vision, and Core Commitments Review Procedure 46

Assessment of Institutional Climate Procedure 47

Strategic Planning and Governance Manual Revision Procedure 48

Program Review Process 48

Governance Procedures 49

Electronic Voting Procedures for Leadership Council and Committees Procedure 50

Evaluation of the Institutional and Governance Procedures 51

Acknowledgment of the Strategic Planning and Governance IEGC Workgroup 52



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 interconnected procedures and governance structures, the college ensures that institutional 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 procedures:

- 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. Strategic Planning and Governance Manual Revisions are governed by a documented process to ensure accuracy, consistency, and broad participation in governance practices.
- 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

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 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 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 Revision Procedures

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 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.norcollege.edu/committees/prc/.

Governance Procedures

Electronic Voting Procedures for Leadership Councils

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.
6. **Add to Meeting Minutes:** The E-Vote Report will be added to the agenda and meeting minutes of the next meeting.



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.



Acknowledgment of the Strategic Planning and Governance IEGC Workgroup

The development of the Strategic Planning and Governance Manual would not have been possible without the dedicated efforts, expertise, and collaborative spirit of the IEGC Workgroup. We extend our sincere appreciation to the following members for their commitment to strengthening Norco College's institutional effectiveness and ensuring a clear, transparent, and inclusive governance framework.

Dr. Tenisha James (Chair) – Administration / ALO

Ms. Ashlee Johnson (Co-Chair) – Faculty / Academic Senate

Ms. Leona Vassale (Co-Chair) – Classified Professional / CSEA

Dr. Hayley Ashby – Faculty / Academic Senate / Accreditation

Ms. Caitlin Busso – Classified Professional / CSEA

Mr. Dan Reade – Faculty / Academic Senate

Mr. Alex Spencer – Classified Professional / CSEA

Their thoughtful contributions, leadership, and ongoing dedication to continuous improvement have been instrumental in shaping this manual and advancing the mission and vision of Norco College. We are grateful for their service and unwavering support.

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Governance Website: <https://www.norcocollege.edu/sd/ie/sp/governance-resources.html>



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