



## THE STRATEGIC PLANNING AND GOVERNANCE MANUAL (SPGM) & NORCO COLLEGE'S NEW GOVERNANCE STRUCTURE

*Presented at Fall FLEX  
August 18, 2021*

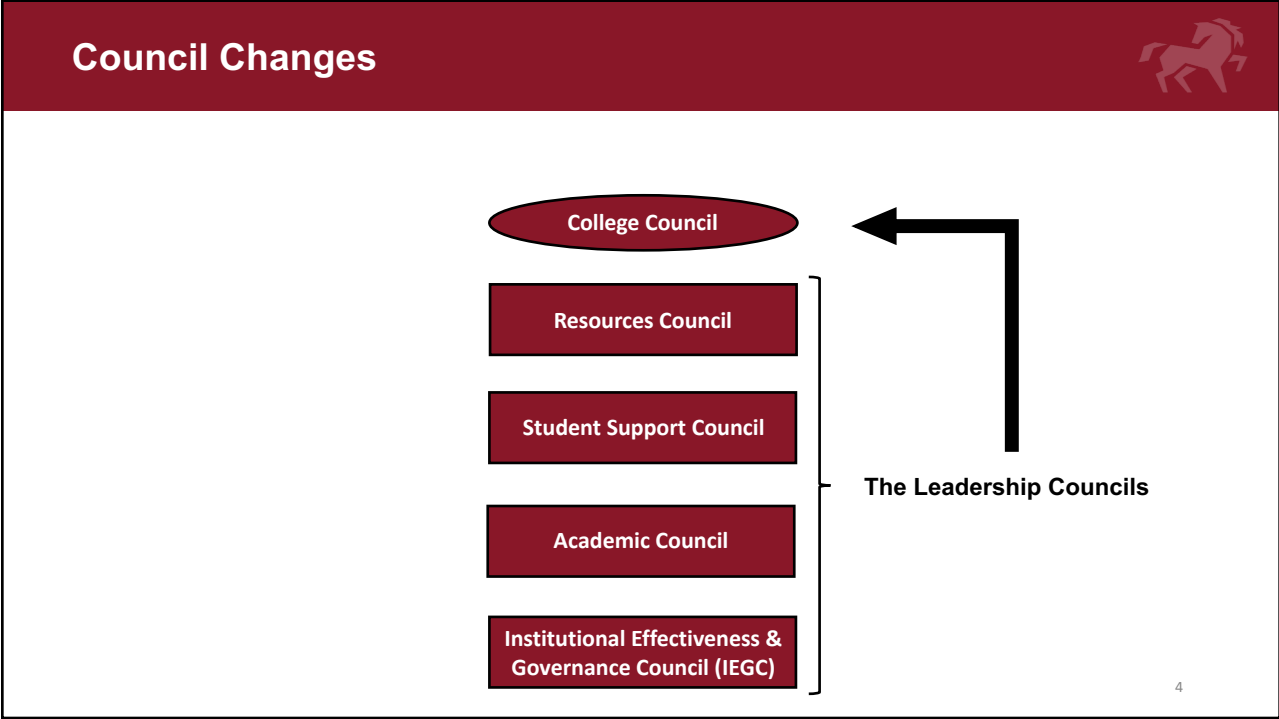
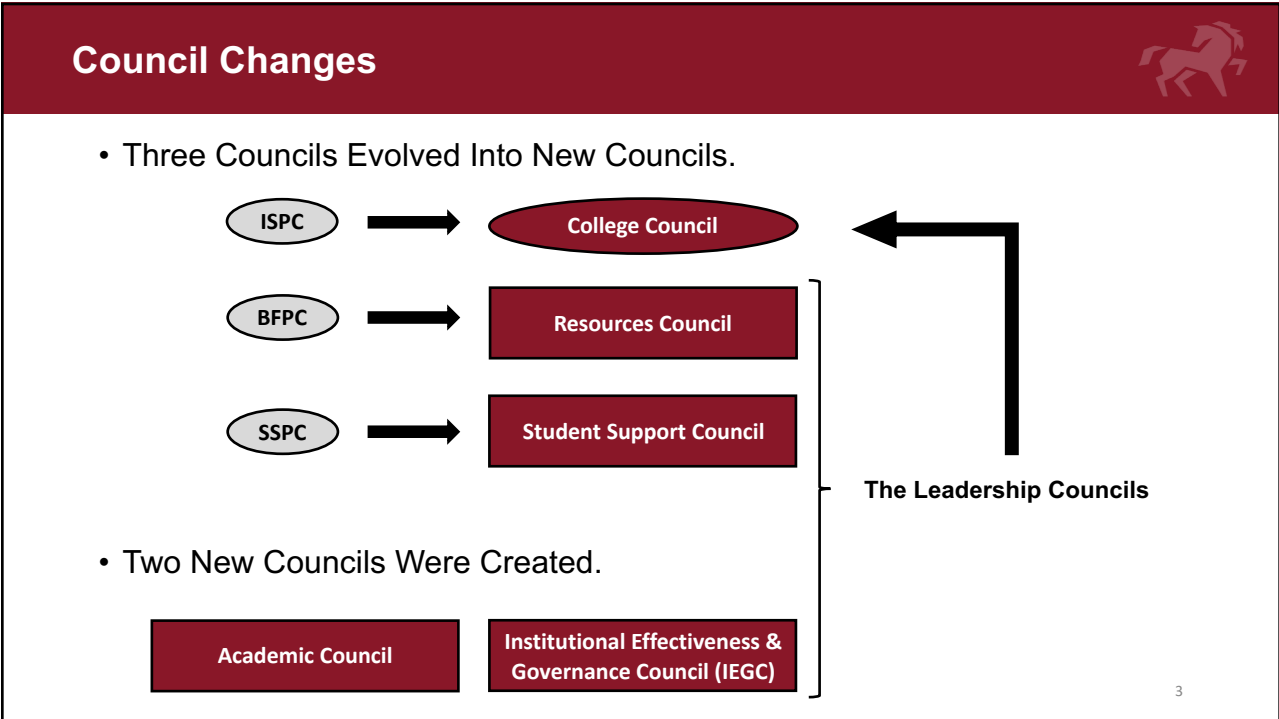


*Kevin Fleming, Vice President, Planning and Development  
Virgil Lee, Academic Senate President*

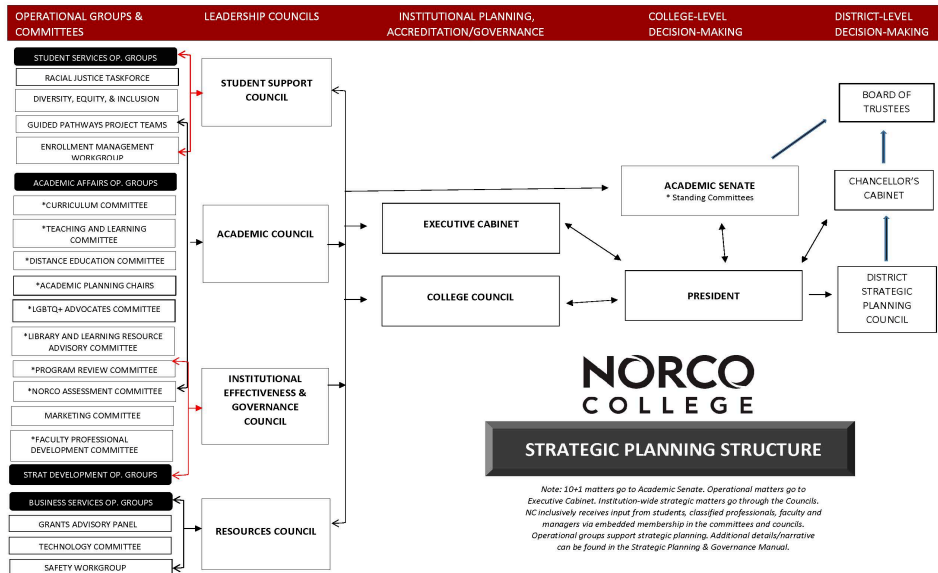
### Drivers for the Strategic Planning & Governance Manual



- Our goals have changed.
- Our previous planning structure had too many disconnects.
- Our processes were muddled, inefficient, and fragmented.
- We wanted more stakeholder participation.
- We wanted to clarify operational verses strategic items.
- Our new strategic planning structure is better aligned with that of RCCD.



## New Strategic Planning Structure of Norco College



## Other Aspects of Our New Governance Structure



- New structure allows for different types of organizations units including *advisory groups, project teams, planning teams, town halls, networks, task forces*.
- All College committees/workgroups/Councils have a Charter to clarify their scope, purview, purpose, expected deliverables, and membership.
- Leadership Councils are empowered to make decisions and approve Charters for the committees/workgroups they oversee.
- Meeting time of the Councils coincide better with their District counterparts.
- The goals and objectives of the College's Educational Master Plan have been assigned to specific groups to oversee and lead their implementation.



**Let's Play SPGM Jeopardy!!!**

Constituencies	Terms	How Do We Do That?	Name The Council	Things That Have Changed
<p><b>100</b> This Higher Education constituent group has legal authority for the college and can delegate overall authority to the President</p> <hr/> <p>What is The Board of Trustees</p>	<p><b>100</b> The proper parliamentary definition is "a majority of members" (i.e. 50 percent, plus one of voting membership)</p> <hr/> <p>What is quorum?</p>	<p><b>100</b> The few governance entities that fall under the Brown Act must produce these after each meeting. They are the official record of actions taken at a meeting.</p> <hr/> <p>What are Minutes?</p>	<p><b>100</b> Oversees and directs the common work of the leadership councils, monitors institutional progress toward achieving college goals, and provides recommendations to the college president.</p> <hr/> <p>What is College Council?</p>	<p><b>100</b> Instead of the 99 metrics we had in our 2013-2019 Strategic Plan, our new SPGM has 15 of these.</p> <hr/> <p>What are Key Performance Indicators?</p>
<p><b>200</b> This higher education constituency group acts to improve working conditions through collective bargaining. Its members are defined by their position/title.</p> <hr/> <p>What is a union (such as CTA or CSEA)?</p>	<p><b>200</b> "Shared governance" is not a term that appears in law or regulation. Education Code §70902(b)(7) calls on the Board of Governors to enact regulations to "ensure faculty, staff, and students...the right to participate effectively in district and college governance" and, further, to ensure "the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards." Thus, this more precise terms call for the effective participation of staff and students and</p>	<p><b>200</b> A brief summary of the discussions and actions that took place, sent out to the college community with 48 hours of the meeting.</p> <hr/> <p>What are Notes?</p>	<p><b>200</b> Coordinates, discusses, and makes recommendations regarding functions, plans, and activities related to instructional programs, library, and learning support services.</p> <hr/> <p>What is Academic Council?</p>	<p><b>200</b> A governance entity doesn't exist unless it has this approved by either a Council, the Senate, or the Office of the President.</p> <hr/> <p>What is a Charter?</p>

	to consult collegially with academic senates.			
	What is participatory governance?			
<p><b>300</b></p> <p>This constituent group is responsible for the processes for institutional planning and budget development?</p> <hr/> <p>What is the Academic Senate?</p>	<p><b>300</b></p> <p>As codified in Title 5 §53200-53206 and RCCD Board Policy 2005, these are the academic and professional matters for which the Board has delegated responsibility to its Academic Senate.</p> <hr/> <p>What is the 10 + 1?</p>	<p><b>300</b></p> <p>According to parliamentary procedure, this person takes an active part in discussions and deliberations and has all the rights of the other members, including the right to present motions and vote. (Robert's Rules, 2012, p, 189).</p> <hr/> <p>Who are the chairs (or co-chairs)?</p>	<p><b>300</b></p> <p>Coordinates, discusses, and makes recommendations regarding functions, plans, and activities throughout student support services.</p> <hr/> <p>What is Student Support Council?</p>	<p><b>300</b></p> <p>Its acronym didn't change, but it is no longer a Council.</p> <hr/> <p>What is the Academic Planning Council (APC)? Now called Academic Planning Chairs (APC)</p>
<p><b>400</b></p> <p>This constituency group is guaranteed the right to participate in participatory governance and their opinions are to be given every reasonable consideration. They have no responsibility nor accountability for institutional planning or governance.</p> <hr/> <p>"What are classified professionals?" AND "What are students?"</p>	<p><b>400</b></p> <p>The exclusive representative of the classified employees that the governing board has officially recognized per § 51023.5(a)(7). Any alternative appointment process must be made through a memorandum of understanding with the Board per § 70901.2.</p> <hr/> <p>What is the CSEA Chapter 535?</p>	<p><b>400</b></p> <p>This is the number of times a Charter, plan, or action item must be on the agenda for a reading at a Council meeting in order to be approved.</p> <hr/> <p>What is one?</p>	<p><b>400</b></p> <p>Coordinates, discusses, and makes recommendations regarding functions, plans, and activities related to human, physical, technology, and financial resources.</p> <hr/> <p>What is Resources Council?</p>	<p><b>400</b></p> <p>These four groups shall meet monthly, on the same day, during the same time to help expedite communication and approvals.</p> <hr/> <p>What are Leadership Councils?</p>
<p><b>500</b></p> <p>This is the smallest</p>	<p><b>500</b></p> <p>A general agreement</p>	<p><b>500</b></p> <p>According to proper</p>	<p><b>500</b></p> <p>Coordinates, discusses,</p>	<p><b>500</b></p> <p>"If all you have is a</p>

<p>constituent group responsible and accountable for institutional planning, governance, and meeting KPIs. They are charged with "supervising the operation of, or formulating policy regarding, the instructional or student services program of the college." [CA Ed Code § 87002 (b)]</p>	<p>reached without a formal vote. Everyone agrees. No objection. Also called "without objection."</p>	<p>parliamentary procedure, this should never be on a governance agenda?</p>	<p>and makes recommendations regarding functions, plans, and activities related to mission, academic quality, institutional effectiveness, institutional integrity, leadership, and governance.</p>	<p>hammer, then everything looks like a nail." We used to just have councils and committees. Now we have these.</p>
<p>What are managers/administrators?</p>	<p>What is Consensus?</p>	<p>What is a discussion without proposed action?</p>	<p>What is Institutional Effectiveness &amp; Governance Council?</p>	<p>What are project teams, workgroups, councils, advisory groups, planning teams, committees, networks, and task-forces?</p>