Institutional Strategic Planning Council
Minutes for April 21, 2021
1:00-3:00pm

Meeting Participants

Committee Members Present (total 16)

Rex Beck, Quinton Bemiller, Angelica Calderon (ASNC Rep.), Michael Collins, Monica Esparza, Kevin Fleming, Monica Green (Administrative Co-Chair), Dominique Hitchcock, Ruth Leal (Classified Professionals Co-Chair), Sam Lee, Virgil Lee (Faculty Co-Chair), Mark Lewis, Jethro Midgett, Kaneesha Tarrant, Sigrid Williams, Patty Worsham

Committee Members Not Present (4)

Leona Crawford, Chris Poole, Andy Robles, Suzie Schepler

Advisors (total 4):

Greg Aycock, Vivian Harris, Azadeh Iglesias, Tenisha James

Advisors Not Present (2)

Adam Martin, Kimberly Thomas

Guest(s)

Laura Adams, Melissa Bader, Tricia Hodawanus, Gustavo Oceguera, Desiree Wagner

Recorder

Charise Allingham

1. Call to Order
- Meeting called to order at 1:02pm

2. Approval of the Agenda
- MSC (Michael Collins /Dominique Hitchcock) Accepted as presented.

3. Approval of the April 7, 2021 Meeting Minutes
- Accepted as stated.

4. Co-Chair Updates
Virgil Lee
- The Academic Senate has started the process to fill the faculty membership on the new councils. Virgil Lee also congratulated and welcomed Kevin Fleming on becoming a permanent employee of Norco College.

Ruth Leal

- Professional Development Network Charter for 2021-2022 has been approved by CSEA's Classified Senate for the Classified Professional Development Committee's participation in the Professional Development Coordination Network (PDCN). The Classified Professional of the Year committee has selected a recipient, and an announcement is forthcoming. Classified Professionals from the Guided Pathways Equity teams made a presentation at CSEA's Classified Senate meeting and will be presenting this Friday at a workshop. Classified Professionals are collecting questions for a safe return. Questions should be submitted to CSEA.

<u>Monica Green</u>
- The Strategic Planning and Governance Manuel was presented to the Board and approved with positive feedback. Monica Green thanked Kevin Fleming and Quinton Bemiller for their leadership along with the contribution of all constituency groups that contributed to the development of the Strategic Planning and Governance Manual. Monica Green acknowledged Administrative Professionals Day and recognized all the administrative professionals that keep the college running.

5. Action Items

5.1   Charter Consideration

The chartering process was briefly described. Charters include purpose, charge, guiding principles and assumptions, scope & expected deliverables, meeting time/patterns, roles of chairs & members, and meeting procedures & expectations. Charter templates were pre-populated with information from the Strategic Plan and Governance Manual to help facilitate the development of each charter.

5.1.a.   College Council
MSC (Kevin Fleming/ Quinton Bemiller) to accept and approve the charter for the College Council. Kevin Fleming gave a brief explanation of the process in developing the charter including checking the charter for clarity in scope and intent. Charter was drafted by Kevin Fleming, Ruth Leal, and Virgil Lee.
- o   Correction- change meeting time/pattern from first to second Thursday of the month.
- Approved with correction.

5.1.b.   Institutional Effectiveness & Governance Council
MSC (Sam Lee/ Quinton Bemiller) to accept and approve the charter for the Institutional Effectiveness and Governance Council. Kevin Fleming gave a brief overview of the charter. The charter was created by Kevin Fleming, Ruth Leal, and Virgil Lee.
- Approved

5.1.c.   Resource Council
MSC (Sam Lee / Quinton Bemiller) to accept and approve the charter for the Resource Council. The charter was created by Business and Facilities Planning Council. Corrections- Change in membership:
- o   The Academic Senate changed the STEM Faculty Representative to the DBAC Faculty Representative
- o   The Academic Senate changed the Academic Senate Representative change to APC Representative.
- Motion amended
- Approved as amended with one abstention.

5.2   2021-2022 Norco College Budget Priorities – Kevin Fleming/Michael Collins

MSC (Sam Lee/ Kevin Fleming) to approve the 2021-2022 College budget priorities.
- Kevin Fleming and Michael Collins presented the college budget priorities report for the 2021-2022 year. The document reflects all of the changes that were recommended and feedback received by ISPC at the last meeting.
- All the budget priorities align with Educational Master Plan with a focus on enrollment, retention, and restoring equitable access to pre-COVID levels
- This is a one-year look at the budget priorities.

Comments/Questions
- o If approved today what happens to this document?
    - Kevin Fleming shared that in our Annual Resource Request and Prioritization Process the Annual Budget Priorities are approved by ISPC and forwarded to the Executive Cabinet for implementation as the guiding principles that are used in budget prioritization.
- o Since budget is a 10+1 item, shouldn't this be presented to the Academic Senate?
    - The Annual Resource Request and Prioritization Process was approved by Academic Senate that includes this process.
    - The 2021-2022 Norco College Budget Priorities will be an agenda item at an upcoming Academic Senate meeting.
- o How will this document help guide budget prioritization? How will this document guide us to fund one item over another?
    - These budget priorities are intended to be broad and act as a guiding principles in items such as program review requests. This is only the first step in the Annual Resource Request and Prioritization Process.
- o Suggestion to add a compliance-related statement in the document. 'All compliance obligations will be met'.
- o Suggestion to remove 'priorities' from the title of the document for the next cycle.
- o It was suggested that this document originate from the Institutional Effectiveness & Governance Council in the future, which will be shared with all the councils for review and feedback before moving to the College Council for approval.
- o Question-Please explain 'prioritize enrollments'?
    - Means to prioritize access and enrollments by providing outreach to potential students and preserving current students.
- Approved with the understanding that this will be going to the Academic Senate as an agenda item.

6. Information Items

6.1   ACCJC Annual Report – Sam Lee/Greg Aycock

Greg Aycock shared an overview of the ACCJC annual report.
- Highlights:
    - o Report is a progression on measurements of quality, which include our Institution Set Standards and Aspirational Goals.
    - o We are an institution of over 17,000 students in unduplicated headcount.
    - o 2019-2020 shows a 102% increase in Distance Education classes due to COVID.

- 100% increase in Correspondence Education is due to our Prison Education program being moved to correspondence education in a response to COVID-19 restrictions, but this will revert back to face-to-face instruction in the future.
- Institution Set-Standards are fixed for a five-year period: 2018-19 through 2022-23. These floors were calculated using a 5-year annual mean and standard deviation.
- Our aspirational goals are aligned with the Vision for Success.
- We have fallen below the Institutional Set-Standard for two years for the Employment rates for Career and Technical Education students in the following programs:
  - Accounting
  - Business Administration
  - Real Estate
  - Computer Software Development
  - Manufacturing and Industrial Technology
  - Commercial Music
- [The Senate Recommendation Regarding Institutional Set Standards-Procedural Response](#) will need to be followed to address this matter.

Questions/Comments
- Are we doing well compared to other colleges? ACCJC does not publicly publish this information. We can look at CCCCO Data Mart for success rates for other colleges, if interested.
- Suggestion to bring the Employment rates for Career and Technical Education Programs Institution Set Standards response to Academic Senate and College Council in the 2021-2022 year.
- Suggestion to add restructuring 'The Senate Recommendation Regarding Institutional Set Standards-Procedural Response' as a future agenda item in the Academic Senate.

6.2 FTES Distribution Plan – Sam Lee

Sam Lee shared and reviewed the FTES Distribution plan.
Highlights:
- Mirrors what was stated in the 2021-2022 budget priorities.
- Same targets as pre-COVID 2019-2020 targets designed to meet student needs and facilitate program completion.
- Total FTES =7486, 100% for Norco College and 23.0% of RCCD FTES.
- Budget Allocation Model Buckets are allocated by district based on the 2019-2020 year.

Questions/Comments
- What efforts are we using to reach out to the students we have loss due COVID?
  - There is a plan in place for student outreach.
- Is anything being done to assist student who owe money to the school?
  - This is an ongoing agenda item at District Enrollment Management Committee. Student currently have $2.3 - $2.4 million dollars of debt to the College.
- Is there assistance for students directly affected by COVID?
  - Yes, COVID emergency grant funds have been made available to students; Spring disbursement is $1000 per student.

- Need assistance communicating with students who all are now eligible to apply.
- Regional consensus that students and residents within the region are going to need new job skill training as a result of the 'new normal' in areas such as automation and technology. Consider non-credit certificates that will address this need and help our students. Another concern is that the work shifts of our students are changing, more working full time and will need more access to distance education courses so they can complete their education.

6.3   Accreditation Update – Sam Lee/Laura Adams

Laura Adams shared an update on Accreditation.
- Highlights
  - Received reaffirmation of accreditation.
  - Accreditation team holds bi-weekly meetings.
  - Regular Update
    - Now facilitated by Diana Meza, Norco College's Public Affairs Officer
    - Format and facilitation have been updated
    - Regular update form tracks activities that link to the EMP goals, objectives and the ISER.
    - Entries from the form are collected in a spreadsheet that can be used in the future for evidence for accreditation.
    - Changed Faculty News section in the Regular Update to Employee News to be more inclusive.
    - Looking into a way to share the data collected for others to use possibly in a dashboard.

Questions/Comments:
  - Have you seen an increase in the use and access of the Regular Update with the new format?
    - Unable to report because no data from before the use of the new format is available.

6.4   Safe Return Update

Monica Green shared a Safe Return update, which included:
- Safe Return Town Halls held the 3rd Wednesday of the month from 4:00 pm- 5:00 pm; dates/times subject to change.
  - April 21, 2021 focus on facilities and safety
  - May 19, 2021 focus on instruction and academic support services
  - June 16, 2021 focus on student services
  - August 18, 2021 focus on student life, athletics, and preforming arts
- PowerPoint and video will be available on the RCCD COVID-19 website for those unable to attend.
- Questions have been compiled and categorized with a goal to address and answer the questions that can be answered via the bi-weekly district-wide communication and monthly Town Halls.

- Plan to Return being developed by the end of May

<u>Comments/ Questions:</u>
- Suggestion to provide guidelines for councils and committees on mode of participation (i.e. face-to-face, online, asynchronous) once we return.

7. Good of the Order
- Kaneesha Tarrant shared that next week (April 26- 30th) is [Black Student Success Week](#).
- Request to re-send out the Survey of Effectiveness to the ISPC membership.

8. Future Agenda Topics
- Survey of Effectiveness Results – request to be added to the next ISPC meeting
- Defining "Participatory Governance" and "participate effectively" in the SPGM
- Governance Meeting and Student Activities Block Schedule Feedback- request to be added to the next ISPC meeting
- Outlining the Appeals Process in the SPGM
- The Senate Recommendation Regarding Institutional Set Standards-Procedural Response

9. Adjournment
- 2: 46 pm

Next Meeting

Date: Wednesday, May 5, 2021
1:00-3:00pm
https://cccconfer.zoom.us/j/96164905019

NORCO COLLEGE

Charter for College Council
August 2021 – June 2025

This Charter is established April 2021 between the College Council and the Office of the President to structure the process and planned outcomes of the College Council included herein thru the 2024-2025 academic year.

Purpose
The College Council oversees institutional planning, monitors institutional progress in achieving the College's Key Performance Indicators (KPIs), ensures integration of institutional strategic plans, and provides recommendations to the President.

Charge
The College Council receives recommendations/plans/proposals from the four Leadership Councils that involve institution-wide impact, college-wide strategic plans, and/or those that may impact the District/region. The College Council will deliberate and consider proposals and recommendations received from the four Leadership Councils, the Academic Senate, and/or the College President deemed to have strategic, College-wide impact. After College Council input, college-wide strategic plans or proposals will then be accepted and forwarded to the College President. It will also coordinate the common agendas and communication items that are to be shared/addressed at subsequent Leadership Council meetings.   The College Council is primarily responsible for assessing and coordinating the Educational Master Planning objectives listed below.   • 8.3 Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan.   • 12.3 Support General Obligation bond campaign and implementation

Guiding Principles and Assumptions
Accreditation Standards guiding the Council are: • Standard IIIB, D   • Standard IV   There is no associated budget with the Council's charge.

Scope & Expected Deliverables
After College Council input, College-wide strategic plans and proposals will be forwarded to the President.

Scope & Expected Deliverables
In mid-spring of each academic year, the College Council will participate separately in dialogue sessions to 1) self-evaluate the effectiveness of their planning and decision-making processes through the Survey of Effectiveness, 2) self-report on EMP objective progress and appropriate objective assignments, and 3) self-assess the completion of their charter's scope/deliverables during the academic year. In late spring, the College Council will receive and discuss an executive summary from each governance entity chartered by the College Council addressing the above three items. The Office of the President will make recommendations to, and receive recommendations from, the College Council based on the results of the self-evaluation. The College Council will also conduct its evaluation of effectiveness and post an executive summary of the results on the Council's website.

Membership
The College Council will be comprised of 20 members (or as specified by the overseeing committee/council) inclusive of representatives of faculty, classified professionals, students, and administrators who will be assigned or appointed by their respective representative bodies. Voting members consist of all members. The College Council shall have three co-chairs. Following is the recommended membership of the College Council: • Four (4) presiding administrative chairs of each leadership council– Administrator • General representative– Administrator • Academic Senate President– Faculty • Chair of Chairs (Enrollment Management)– Faculty • Faculty Accreditation liaison– Faculty • Four (4) presiding faculty chairs of each leadership council– Faculty • General representative– Faculty • Four (4) presiding classified professional chairs of each leadership council– Classified Professional • General representative– Classified Professional • ASNC President (or designee)– Student Per their request, ASNC shall also appoint an alternate, non-voting student member. The College Council's three co-chairs (faculty, administration, and classified professional) are also charged with attending District Strategic Planning Council meetings. The College President, the College vice president of CTA and the College vice president of CSEA 535 (or their designee) shall also be ex officio members of the College Council.

Meeting Time/Pattern
Whereas the District Strategic Planning Council (DSPC) typically meets monthly on the third Friday of the month, College Council meetings will be held during College Hour (12:50pm to 1:50pm, with Zoom option) on the first Thursday of the month during the regular semester to allow time for agenda items appropriate to DSPC to be brought forward for district-level decision making. As deemed necessary by the presiding chairs, additional College Council meetings and/or retreats may be held. Whenever possible, the co-chairs of all councils and the Academic Senate president will meet weekly to provide direction on the general work of the councils. These weekly planning

Meeting Time/Pattern
meetings will be held on Wednesday afternoons during the regular semester. Contact the co-chairs to place an item on a future agenda.

Roles of Chairs and Members
The College Council is led by faculty, classified professional, and administrative co-chairs. The co-chairs work collaboratively, transparently, and as a team to ensure that the chair duties are shared. To the extent possible, co-chair appointments and elections shall be made in staggered terms to help ensure group stability: the faculty co-chair will be selected in even years and the classified professional co-chair will be selected in odd years. It is recommended that the faculty and classified profession co-chairs are limited to serving a maximum of two, two-year consecutive terms to facilitate broad participation and the rotation of ideas/perspectives, as well as to broaden leadership development opportunities. Previous council membership is not required to serve as a College Council co-chair.

The co-chairs are accountable to College Council for ensuring the continuity of dialogue between governance tiers. Co-chairs are responsible for preparing agenda and facilitating meetings of the College Council based on best practices and guidelines for effective facilitation.

College Council members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the council. Members are expected to actively attend, and participate in, all meetings, deliberations, and decision-making processes of the College Council. While representing the perspectives of their constituency groups, members are expected to engage in effective dialogue with College Council peers with the intention of finding consensus on all issues that come before the College Council.

It is recommended that College Council members be limited to serving a maximum of two, two-year consecutive terms. To the degree possible, appointments and elections shall be made in staggered years.

A co-chair (or a designated delegate) shall prepare a brief summary of each Council meeting and send it to the College community within 24 hours of the meeting to fulfill transparent communication reporting. |

Meeting Procedures and Expectations
The College Council will adhere to the following meeting and governance best practices. Meeting agendas will be issued in advance of meeting times. These agendas will be organized to achieve the milestones established in the charter and prioritize action items. Minutes will be taken to record the group's progress.

Members endeavor to:

- appropriately prepare for meetings based on the meeting agenda,
- arrive promptly and stay for the duration of meetings,
- participate in problem-solving approaches where the interests of all participants are considered in developing proposals and recommendations and, where appropriate,
- strive to understand the perspective of other constituencies including college-wide perspectives, |

Meeting Procedures and Expectations
- welcome all ideas, interests, and objectives that are within the scope of the charter,   - actively listen in order to engage in respectful and constructive dialogue,   - work with a spirit of cooperation and compromise leading to authentic collaboration,   - move forward once a consensus-based decision has been made, and   - follow through on tasks to which they commit outside of scheduled meetings.

NORCO COLLEGE

Charter for Institutional Effectiveness & Governance Council
August 2021 - June 2025

This Charter is established April 2021 between the Institutional Effectiveness & Governance Council and the Institutional Strategic Planning Council to structure the process and planned outcomes included herein thru the 2024-2025 academic year.

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 and the Vice President of Planning & Development.

Charge
Operational items are to be handled at the departmental, task force, project team, and/or work group level often determined by job title and/or functional area of responsibility.   The Institutional Effectiveness & Governance Council (IEGC) is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below: - Objective 4.1 - Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees)   - Objective 4.2 - Increase percentage of employees who complete Racial Micro aggressions certificate from 1% to 60% (285 out of 472 employees)   - Objective 5.4 - Establish the Center for Workforce Innovation to create and expand apprenticeships & work-based learning opportunities   - Objective 6.2 - Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations   - Objective 6.7 - Help establish a distinct regional identity, organization, and communication amongst our local communities   - Objective 8.1 - Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.   - Objective 8.2 - Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.   - Objective 8.3 - Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan.   - Objective 8.4 - Develop, evaluate, and monitor our governance, decision- making, and resource allocation processes on the basis of the college mission and plans.

Charge

- Objective 9.2 - Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers.
- Objective 9.4 - Develop strategy to maximize the number of classified, faculty and managers involved in college governance without compromising mission-critical work
- Objective 10.13 - Develop and implement plans for off-campus facilities for instructional purposes

The IEGC is responsible to:
- Ensure the evaluation and review process of the college's mission, vision, core commitments, institution-set standards, brand; ensure alignment with strategic planning documents (e.g. Strategic Planning and Governance Manual) and Educational Master Plan.
- Coordinate the review and evaluation of both the assessment and the program review plans, templates, and process
- Coordinate the development, review and evaluation of the Strategic Planning and Governance Manual, Student Equity Plan, marketing and communications plans. Evaluate and recommend updates/amendments to the Strategic Planning and Governance Manual.
- Support advances to student communication systems/structures with an equity and guided pathways lens.
- Support the use of data, research, and analysis to inform planning and the alignment of college strategic goals
- Coordinate the review and evaluation of college planning structures/processes/ operations.
- Evaluate and communicate college performance related to student achievement; and recommend actions toward improvement
- Establish and maintain a document control system that includes a repository, establishes responsibilities, and ensures accurate organizing, routing, and tracking of documents.

In the 2020 ISER, Norco College designed two action projects. One of which is to be coordinated by this Council: ISER Quality Focus Essay (QFE) Project #1: *Implement Equity-Focused Professional Development Plan with a Teaching/Learning Emphasis*

Accreditation Standards & Budget

Accreditation Standards guiding the Council are:

- Standard IA, B, C
  - Standard I.A.2-3
  - Standard I.B.3-4,7
- Standard IIA
  - Standard II.A.7
- Standard IIIA
  - Standard III.A.9
  - Standard III.A.5a
  - Standard IIIA.14
- Standard IV
  - Standard IV.B.2

Accreditation Standards & Budget
There is no associated budget with the Council's charge.

Scope & Expected Deliverables
1. Ensure the evaluation and review process of the college's mission, vision, core commitments, institution-set standards, brand; ensure alignment with strategic planning documents (e.g. Strategic Planning and Governance Manual) and Educational Master Plan 2. Coordinate the review and evaluation of both the assessment and the program review plans, templates, and process 3. Coordinate the development, review and evaluation of the Strategic Planning and Governance Manual, Student Equity Plan, marketing and communications plans. Evaluate and recommend updates/amendments to the Strategic Planning & Governance Manual 4. Support advances to student communication systems/structures with an equity and guided pathways lens 5. Support the use of data, research, and analysis to inform planning and the alignment of college strategic goals 6. Coordinate the review and evaluation of college planning structures, processes, and operations 7. Evaluate and communicate college performance related to student achievement; and recommend actions toward improvement 8. Establish and maintain a document control system that includes a repository, establishes responsibilities, and ensures accurate organizing, routing, and tracking of documents In mid-spring of each academic year, the Institutional Effectiveness & Governance Council will participate separately in dialogue sessions to 1) self-evaluate the effectiveness of its planning and decision-making processes through the Survey of Effectiveness, 2) self-report on Educational Master Plan objective progress and appropriate objective assignments, and 3) self-assess the completion of its charter's scope/deliverables during the academic year. In late spring, the Institutional Effectiveness & Governance Council will receive an executive summary from each standing committee addressing the above three areas for review and discussion at a designated IEGC meeting. The receiving council (College Council) will make recommendations to, and receive recommendations from, the IEGC based on the results of the self-evaluation to determine if a charter needs to be revised/extended or not. The Institutional Effectiveness & Governance Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website.

Membership
The Institutional Effectiveness & Governance Council will be comprised of 14 recommended members inclusive of representatives of all primary constituency groups and assigned or appointed by their respective representative bodies or defined membership based upon expertise, title, functional area of responsibility, etc. Voting members consist of all members.   - 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   Co-chairs for Institutional Effectiveness & Governance Council (IEGC) are established in odd years (e.g. 2021-2022)

Meeting Time/Pattern
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. Contact the co-chairs to place an item on a future agenda.

Roles of Chairs and Members
The co-chairs are accountable to Institutional Effectiveness & Governance Council to ensure continuity of dialogue between governance tiers. Co-Chairs are responsible for preparing agenda and facilitating meetings of the Institutional Effectiveness & Governance Council based on best practices and guidelines for effective facilitation. Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the Institutional Effectiveness & Governance Council that can help to achieve the Institutional Effectiveness & Governance Council charter deliverables (relevant strategic charge). Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the Institutional Effectiveness & Governance Council. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with Institutional Effectiveness & Governance Council peers with the intention of finding consensus on all issues that come before the Institutional Effectiveness & Governance Council. A co-chair (or a designated delegate) shall prepare a brief summary of each Council meeting and send it to the College community within 24 hours of the meeting to fulfill transparent communication reporting.

Meeting Procedures and Expectations
The Co-Chairs and members of the Institutional Effectiveness & Governance Council entity will adhere to meeting and governance best practices as follows: Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required,

Meeting Procedures and Expectations

and problem solving to move the work of the group forward. Minutes are taken to record the groups progress.

Members endeavor to:
- Appropriately prepare for meetings based on the meeting agenda.
- Arrive promptly and stay for the duration of entire meetings.
- Participate in a problem-solving approach where the interests of all participants are considered in developing proposals and recommendations and, where appropriate, distinguish between constituency versus college-wide perspectives.
- Welcome all ideas, interests and objectives that are within the scope of the charter.
- Actively listen to engage in respectful and constructive dialogue.
- Work with a spirit of cooperation and compromise leading to authentic collaboration.
- Move forward once a consensus-based decision has been made.
- Follow through on tasks that are committed to outside of scheduled meetings.

NORCO COLLEGE

Charter for Resources Council

August 2021 - June 2025

This Charter is established April 2021 between the Resources Council and the <u>current</u> Institutional Strategic Planning Council to structure the process and planned outcomes included herein thru the 2024-2025 academic year.

Purpose
The Resources Council (RC) (Formerly BFPC) coordinates, discusses, and makes recommendations regarding functions, plans, and activities related to human, physical, technology, and financial resources. The RC provides leadership and retains responsibility for ACCJC Standard III, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned EMP objectives. The RC makes recommendations to the College Council and the Vice President of Business Services.

Charge
The Resources Council (RC) is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below. Operational items are to be handled at the departmental, task force, project team, or work group level often determined by job title or functional area of responsibility. • Objective 9.1 - Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college. • Objective 10.1 - Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college • Objective 10.2 - Develop and maintain Facilities Master Plan • Objective 10.3 - Build out funded projects • Objective 10.4 - Finish Veterans Resource Center Phase 1 by Spring 2021 • Objective 10.5 - By Fall 2020, open Early Childhood Education Center • Objective 10.6 - Develop plans and strategies to capitalize on state facilities funding to maximize local project funding availability. • Objective 10.7 - Build 2nd access road • Objective 10.8 - Explore and pursue land acquisition adjacent to college property • Objective 10.9 - Develop and start implementing sustainable campus • Objective 10.10 - Design spaces that intentionally build community • Objective 10.11 - Install immediate/temporary facilities to address current capacity needs by summer 2021. • Objective 10.12 - Enhance transportation infrastructure • Objective 10.13 - Develop and implement plans for off-campus facilities for instructional purposes

Charge
- Objective 12.1 - Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college.   - Objective 12.2 - Coordinate with RCCD to establish a BAM that allocates funding equitably   - Objective 12.4 - Develop 30% of overall budget from non-general fund revenue sources

Guiding Principles and Assumptions
The guiding principles for the Resources Council are: Accreditation Standards guiding the Resources Council are: - Standard IA, B, C   - Standard IIIA, B, C, D   - Standard III.A.9   - Standard IVA   There is no associated budget with the Council's charge.

Scope & Expected Deliverables
1. Annually review proposed college budget, including components for the development of the adopted budget, and ensure alignment with the mission, goals, and objectives of the college's Strategic and Education Master Plans 2. Annually review the district Budget Allocation Model and provide recommendations for continuous improvement 3. Recommend and monitor long-range fiscal plan with consideration of priorities consistent with district and college planning. (Multi-year projections, contingency reserves) 4. Reviews State and Federal legislation for local budget impact 5. Reviews general fund revenues and expenditures on a quarterly basis 6. Communicate, through its members, with the college community on fiscal and physical resource issues and recommendations 7. Prioritize annual resource requests for Business Services operational area 8. Oversee the development of the College's Safety and Emergency Preparedness Master Plan, and review of the District's Safety and Emergency Preparedness Master Plan every three years. 9. Oversee the development of the College's Technology Master Plan, and review of the District's Technology Master Plan every three years. 10. Support the implementation of the Facilities Master Plan 11. Review the financial, human resource, and facilities impact of potential grant and college development opportunities 12. Receive reports from Business Services operational areas In mid-spring of each academic year, the Resources Council will participate separately in dialogue sessions to 1) self-evaluate the effectiveness of their planning and decision-making processes through the Survey of Effectiveness, 2) self-report on EMP objective progress and appropriate objective assignment, and 3) self-assess the completion of their charter's

Scope & Expected Deliverables
scope/deliverables during the academic year. In late spring, the Resources Council will receive an executive summary from each standing committee addressing the above three areas for review and discussion at a designated council meeting. The receiving College Council will make recommendations to, and receive recommendations from, the Resources Council based on the results of the self-evaluation to determine if this charter needs to be revised/extended or not. The Resources Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website.

Membership

The Resources Council will be comprised of 13 members inclusive of representatives of all primary constituency groups and assigned or appointed by their respective representative bodies OR defined membership based upon expertise, title, functional area of responsibility, etc.
 	
• Voting members consist of all members.
• All Leadership Councils should have three co-chairs (faculty, classified professional, administration). *It is recommended that chairs are limited to serving a maximum of two, two-year terms unless there is no other candidate qualified to take the position. This is to facilitate broad participation, the rotation of ideas/perspectives, and to broaden leadership development opportunities.*
 	
    • Vice President Business Services – Administrator
    • Administrator with oversight of Grants Development & Administration – Administrator
    • Administrator with oversight of Facilities – Administrator
    • Administrator with oversight of Bus Services– Administrator
    • Administrator with oversight of Police – Administrator
    • Academic Senate Representative – Faculty
    • STEM Faculty Representative– Faculty
    • Coordinator, Student Activities– Faculty
    • Representative with knowledge/experience in area of grants, categorical funding, or financial accounts and budgets– Classified Professional
    • Representative with knowledge/experience in area of safety and emergency planning, physical resources, or operations– Classified Professional
    • Representative with knowledge/experience in area of technology– Classified Professional
    • ASNC Representative– Student
    • ASNC alternative (non-voting) – Student

Meeting Time/Pattern
The Resources Council meets monthly on the fourth Thursday, of the month at 12:50pm to 1:50pm, with Zoom options, for Fall and Spring Terms. Contact the co-chairs to place an item on future agendas.

Roles of Chairs and Members

The co-chairs are accountable to Resources Council to ensure continuity of dialogue between governance tiers. Co-Chairs are responsible for preparing agenda and facilitating meetings of the Resources Council based on best practices and guidelines for effective facilitation.

Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the Resources Council that can help to achieve the Resources Council charter deliverables (and relevant strategic charge). Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the Resources Council. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with Resources Council peers with the intention of finding consensus on all issues that come before the Resources Council.

A co-chair (or a designated delegate) shall prepare a brief summary of each Council meeting and send it to the College community within 24 hours of the meeting to fulfill transparent communication reporting.

Meeting Procedures and Expectations

The co-chairs, and members of this governance entity will adhere to meeting and governance best practices as follows:

Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required, and problem solving to move the work of the group forward. Minutes are taken to record the groups progress.

Members endeavor to:

- appropriately prepare for meetings based on the meeting agenda.
- arrive promptly and stay for the duration of entire meetings.
- participate in a problem-solving approach where the interests of all participants are considered in developing proposals and recommendations and, where appropriate, distinguish between constituency versus college-wide perspectives.
- welcome all ideas, interests and objectives that are within the scope of the charter.
- actively listen to engage in respectful and constructive dialogue.
- work with a spirit of cooperation and compromise leading to authentic collaboration.
- move forward once a consensus-based decision has been made.
- continue to progress with the members who are present at each meeting.
- follow through on tasks that are committed to outside of scheduled meetings.

2021/2022 Norco College Budget Priorities

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

The 2020-2021 academic year was fundamentally impacted by COVID-19 restrictions that resulted in a loss of approximately 12.8% of our full-time equivalent students (a disproportionately high number of which are historically underserved students). The 2023-2024 academic year is expected to be the last "hold harmless" year, after which the College will need to enroll the same number of students as our previous three-year rolling average (or risk having our base FTES reset to a significantly lower level). As such, the below budget priorities reflect our goal to efficiently and equitably restore headcount (access) and enrollment to the 7366 credit FTES range. The 2021-2022 year will also be marked by a large influx of state and federal one-time funds to be used as direct student aid as well as COVID-19 mitigation and institutional restoration. These one-time funds are restricted but may qualify to be used to achieve some of the priorities listed below.

Student Transformation
- Maximize efficient FTES generation to meet established targets and provide access. We must be mindful of budgetary impacts after the 2023-2024 hold-harmless period and prioritize outreach to potential students and enrollments.
- Scale Guided Pathways framework to support students we currently serve, addressing basic needs and insecurities, as well as our FTES goals.
- Continue to close student equity gaps.
- Implement employee professional development in alignment with our Quality Focus Essay (e.g. Leading from the Middle, equity-mindedness, and guided pathways).

Regional Transformation
- Continue to reduce working poverty and the skills gap.
- Pursue, develop, and sustain collaborative partnerships. Focus on relationships and growing our reputation within the community.

College Transformation
- Invest strategically to offer a comprehensive range of programs. Emphasize short-term and noncredit certificates.
- Support integrated planning, effective governance, continuous improvement.
- Strategic investment in college personnel to sustain an excellent workplace culture.
- Develop/improve physical facilities to build a comprehensive and inspiring campus.
- Implement technology-enhanced operational systems.
- Strategic investments to increase resource capacity and revenue generating projects.

Version 04-12-2021

Norco College

Draft FTES Distribution 2021-2022

Revised 4/15/2021

Plans for the 2021-2021 academic year reflect the College's commitment to restore what was lost in the 2020-2021 academic year—a year of COVID-19 restrictions that resulted in a loss of approximately 12.8% of our full-time equivalent students (a disproportionately high number of which are historically underserved students). The 2023-2024 academic year is expected to be the last "hold harmless" year, after which the College will need to enroll the same number of students as our previous three-year rolling average (or risk having our base FTES reset to a significantly lower level). As such, the below Targets reflect our goal to efficiently and equitably restore headcount (access) and enrollment to the 7486 (pre-COVID) FTES range.

Final FTES Targets for the College are expected to be finalized at District Enrollment Management in late April.

DRAFT TARGETS	CREDIT	NONCRED	CDCP	NONRES	UNFUNDED	TOTAL	%	RCCD%
2021-22 NC	*7366*	*25*	*10*	*85*	*0*	*7486*	*100.0%*	*23.0%*
SUM21	649	2	1	7	0	660	8.8%	2.0%
FALL21	3249	11	4	37	0	3302	44.1%	10.2%
WIN22	555	2	1	6	0	564	7.5%	1.7%
SPR22	2913	10	4	34	0	2960	39.5%	9.1%

The below Budget Allocation Model (BAM) FTES Targets for the College are based on 2020-2021 Targets and reflect our commitment to restoring equitable access for students at the level planned for in the previous year.

DRAFT 21/22 TARGET TES BUDGET ALLOCATION MODEL BUCKETS	FY 21/22 RESIDENT				NON-RESIDENT			TOTAL TARGET FTES
	CREDIT	NON-CREDIT	CDCP	TOTAL	CREDIT	NON-CREDIT	TOTAL	
STEM courses	2,272	-	-	2,272.35	25.93	-	25.93	2,298.28
Liberal Arts	3,572	25.00	10.00	3,607.37	10.00	-	10.00	3,617.37
CTE courses	933	-	-	932.64	8.30	-	8.30	940.94
Architecture	7	-	-	7.46	0.24	-	0.24	7.71
Construction Technology	45	-	-	45.42	0.05	-	0.05	45.47
Drafting Technology	5	-	-	4.62	1.93	-	1.93	6.56
Electronics	89	-	-	89.09	1.02	-	1.02	90.11
Game Development	155	-	-	154.71	0.71	-	0.71	155.42
Manufacturing Technology	36	-	-	35.89	36.64	-	36.64	72.53
Music Industry Studies	50	-	-	49.98	0.06	-	0.06	50.04
Kinesiology/Athletics	201	-		201.47	-	-	-	201.47
Total	**7,366**	**25.00**	**10.00**	**7,401.00**	**84.90**	**--**	**84.90**	**7,485.90**