



Assessment of the Evaluation Procedures & Governance Structure Report

Introduction:

Norco College recognizes the importance of maintaining efficient systems and structures in order to support continuous improvement and progress towards its goals and outcomes. Because of this, the college has established a process to regularly assess its evaluation procedures and governance structure. In alignment with the established process, Norco College completed an assessment of its evaluation procedures and governance structure in Spring 2023.

Purpose:

The purpose of this report is to document completion and describe results of the Assessment of the Evaluation Procedures & Governance Structure process completed Spring 2023.

Background:

Per the SPGM (p. 89) each year, the appropriate bodies of the planning and decision-making process as specified (p. 89-90) shall participate in the following five evaluation processes:

- Councils and Committees Report of Effectiveness
- Institutional Effectiveness and Planning Survey
- College President Memorandum
- Key Performance Indicators (KPIs) Progress Report
- Resource Allocation Report

Additionally, according to the SPGM (p. 90)

Every odd year in spring, the Institutional Effectiveness & Governance Council shall assess and review the aforementioned five evaluation procedures and associated processes (e.g. chartering process, KPI metrics, governance structure, and EMP objective assignments) to determine if any improvements or changes are necessary in order to improve effectiveness. This includes edits/enhancement suggestions to the Strategic Planning & Governance Manual itself.

Procedure:

During Spring 2023 the Co-Chairs of IEGC facilitated the Assessment of the Evaluation Procedures & Governance Structure as described by the SPGM (p. 89-90). The scope of the evaluation included document review and discussion with relevant stakeholders to identify potential areas of misalignment, ambiguity, or disfunction. Upon completion of the Audit, the group clustered findings by similarity, developed recommendations for improvement, and charged IEGC to monitor implementation.

Results:

The IEGC Co-Chairs conducted an audit of the five evaluation procedures and associated processes as part of an overall assessment of the evaluation procedures and governance structure. Upon completion of the audit, observations were clustered by similarity and summarized in four main findings.

Report of Findings:

1. (#1) Councils and Committees Report of Effectiveness: In mid-spring of each academic year, each committee and 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/deliverables during the academic year. In late spring, each leadership council will receive an executive summary from each standing committee addressing the above three areas for review and discussion at a designated council meeting. (Standing committees of the Academic Senate will report to the Academic Senate and shared with leadership councils as an information item). The receiving council (College Council for leadership councils) will make recommendations to, and receive recommendations from, each governance entity based on the results of the self-evaluation to determine if a charter needs to be revised/extended or not. College Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website.

Finding: Councils and committees participate in the survey process (with varying degrees of participation across councils), but do not provide a report of effectiveness with an evaluation of the council effectiveness in planning and decision-making, EMP objective progress and assignments, and completion of their charter's scope/deliverables as stated in the SPGM.

Recommendation: Review the survey template, create a calendar to ensure continuous improvement in planning and decision-making, and provide training to council/committee members for the report of effectiveness with a focus on KPI progress and assignments.

2. (#2) Institutional Effectiveness and Planning Survey: In late spring, the College-at large will be surveyed to determine the degree to which the College constituencies understand and are satisfied with planning, program review, resource allocation and decision-making processes as well as their perceptions regarding the degree to which these processes are effectively integrated.

Finding: Lack of clarity regarding the use of, timing, and application of the IEPS

Recommendation: Add clarifying language to address the academic year timeline for the IEPS, including where this information is shared and how this information is used to close the loop in planning and decision-making to ensure continuous improvement.

3. (#6) Assessment of the Evaluation Procedures and Governance Structure: Every odd year in spring, the Institutional Effectiveness & Governance Council shall assess and review the aforementioned five evaluation procedures and associated processes (e.g. chartering process, KPI metrics, governance structure, and EMP objective assignments) to determine if any improvements or changes are necessary in order to improve effectiveness. This includes edits/enhancement suggestions to the Strategic Planning & Governance Manual itself.

Finding: Inconsistency in language throughout the SPGM regarding decision-making, and clear definitions of operational procedures (to be directed to delegated area of responsibility) versus strategic procedures that move through the Norco College Strategic Planning Structure (p. 94).

Recommendation: Update the SPGM to clarify definitions of operational and strategic, as well as parliamentary procedures, and language to codify that strategic decision-making authority is given to the College President, District Chancellor, and Board of Trustees (councils and committees make recommendations).

4. (#6) Assessment of the Evaluation Procedures and Governance Structure: Every odd year in spring, the Institutional Effectiveness & Governance Council shall assess and review the aforementioned five evaluation procedures and associated processes (e.g. chartering process, KPI metrics, governance structure, and EMP objective assignments) to determine if any improvements or changes are necessary in order to improve effectiveness. This includes edits/enhancement suggestions to the Strategic Planning & Governance Manual itself.

Finding: Inconsistency in language throughout the SPGM regarding a functional process to revise the governance processes as defined by the SPGM. Specifically, revision process was found to be unclear and inefficient regarding decision-making and document control practices.

Recommendation: Develop a proposal to adopt a new SPGM revision process which includes a clear description of approval chains and a more functional editing process.