

NORCO COLLEGE STRATEGIC PLAN & GOVERNANCE MANUAL

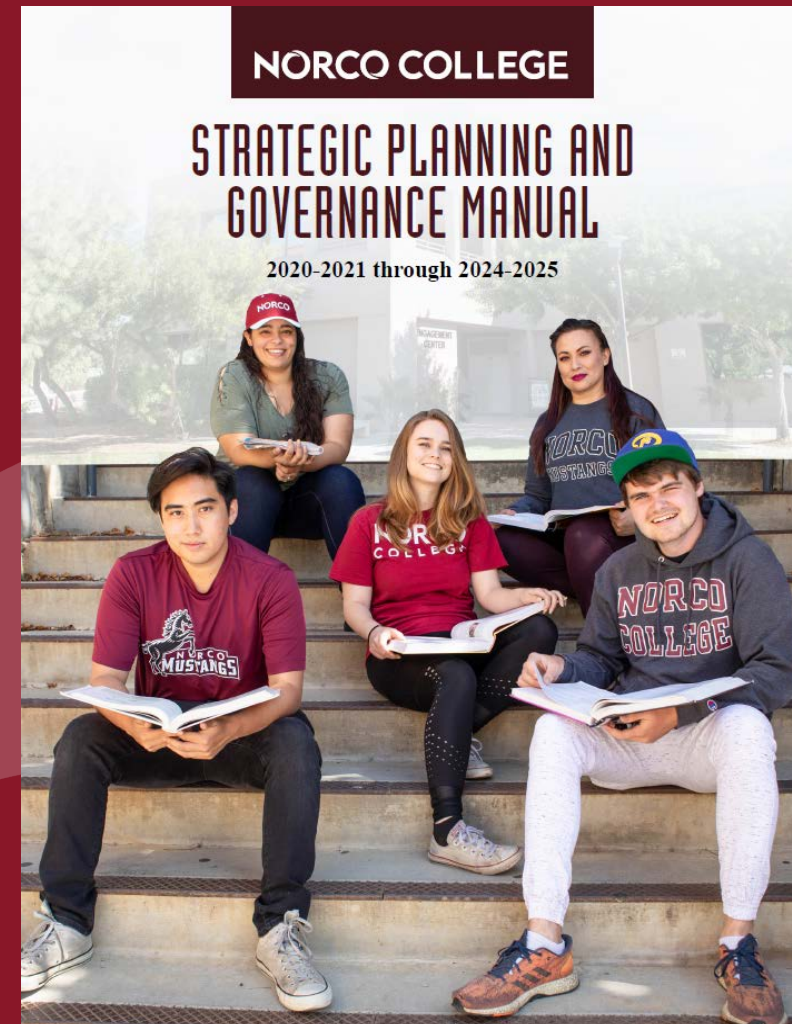
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY LINK:

[HTTPS://WWW.NORCOLLEGE.EDU/
SP/DOCUMENTS/GOVERNMENT/SPGM
-2020-2025-FINAL-NC.PDF](https://www.norcocollege.edu/sp/documents/government/spgm-2020-2025-final-nc.pdf)



NORCO
COLLEGE



STRATEGIC PLAN ELEMENTS PART I

1. Introduction
 - Why?
 - Assessment of Previous Strategic Plan
2. Environmental Scan with GIS maps
3. Strategic Planning Goals and Plan Alignment
4. Key Performance Indicators & Targets
5. Strategic & Operational Assignments for EMP Objectives
 - Accreditation ISER Improvement Plans & Quality Focus Essay Projects
6. Appendix
 - Strategic Planning Annual Timeline
 - Alignment to Core Commitments
 - Acronym Abbreviation List & Glossary



GOVERNANCE MANUAL ELEMENTS

PART II



1. Background & Framework of Governance
 - Ground Rules for Civility
 - Employee College Representative Groups
 - Roles of college constituencies
 - Governance entities
2. Decision-Making Process
 - Procedure for Bringing Forward Ideas
 - Proposal and Appeals Processes
 - Chartering Process
3. Governance Councils
 - Membership, EMP goal purview
 - Strategic versus Operational
4. Program Review & Institutional Procedures
5. Appendix
 - Templates for Charters, Agendas, Minutes and Notes
 - Alignment with College-District Governance Entities

WHY A COMBINED STRATEGIC PLAN AND GOVERNANCE MANUAL?

- 1) To meet new goals
- 2) To clarify scope and purview of entities
- 3) To clarify processes
- 4) To clarify roles
- 5) To eliminate bottlenecks, and reduce inefficiencies
- 6) To reflect our structure
- 7) To align with district goals
- 8) To widen participation and distribute the workload



WHAT IS DIFFERENT BETWEEN THE PREVIOUS AND CURRENT STRATEGIC PLANNING STRUCTURES?

1. Two new Councils & Governance Entity Descriptions
 - New Councils: Academic Council and an Institutional Effectiveness & Governance Council
 - Descriptions for a council, committee, advisory, project team, planning team, town hall, task force, and network.
2. Increased Clarity & Effectiveness
 - All College entities to have posted charters to clarify their scope, purview, purpose, expected deliverables and membership.
 - This proposal aligns each committee to a Council based on their scope/functions to increase synergy and collaboration.
 - EMP objectives are strategically assigned.
3. Refined Scheduling
 - Rescheduling all Councils to meet during College Hour allowing for greater stakeholder participation, while reducing total hours spent in meetings.
 - Simultaneous Leadership Council meetings to help diffuse decision-making, increase governance participation, and expedite processes.

GOVERNANCE COUNCILS AND HEADCOUNT PARTICIPATION

- College Council

4 Leadership Councils

- Academic Council
- Student Support Council
- Resources Council
- Institutional Effectiveness & Governance Council

Council Membership Comparison

This revised strategic planning structure aims to increase the number of faculty, students, and classified professionals engaged in governance. Specific head counts include:

PAST HEADCOUNT PARTICIPATION	FUTURE HEADCOUNT PARTICIPATION
Current ISPC membership: <ul style="list-style-type: none">- 8 faculty- 5 Administration- 5 Classified Professionals- 1 Student	College Council: <ul style="list-style-type: none">- 8 Faculty- 5 Administration- 5 Classified Professionals- 2 Student
Current BFPC membership: <ul style="list-style-type: none">- 3 faculty- 9 Administration- 5 Classified Professionals- 1 Student	Academic Council: <ul style="list-style-type: none">- 6 Faculty- 5 Administration- 3 Classified Professionals- 2 Student
Current SSPC membership: <ul style="list-style-type: none">- 3 faculty- 6 Administration- 7 Classified Professionals- 4 Students	Student Support Council: <ul style="list-style-type: none">- 5 Faculty- 5 Administration- 5 Classified Professionals- 2 Student
(No change to APC)	Resources Council: <ul style="list-style-type: none">- 3 Faculty- 5 Administration- 3 Classified Professionals- 2 Student
Total Current Strategic Planning membership (with duplicated headcount): <ul style="list-style-type: none">- 13 Faculty (+1 duplicated) =14- 15 Administration (+ 5 duplicated) =20- 17 Classified Professionals- 6 Students	Institutional Effectiveness & Governance Council: <ul style="list-style-type: none">- 4 Faculty- 4 Administration- 4 Classified Professionals- 2 Student
	Total Proposed Strategic Planning membership (with duplicated headcount) <ul style="list-style-type: none">- 26 Faculty. (21 +5 duplicated)- 24 Administration (19+5 duplicated)- 24 Classified Professionals (20+4 duplicated)- 10 Students (5 votes)

STRATEGIC DIRECTION 1: STUDENT TRANSFORMATION



- Goal 1: (Access) Expand college access by increasing both headcount and full-time equivalent students (FTES).
- Goal 2: (Success) Implement Guided Pathways framework.
- Goal 3: (Equity) Close all student equity gaps.
- Goal 4: (Professional Development) Implement professional development around Guided Pathways and equity framework; foster a culture of ongoing improvement.

STRATEGIC DIRECTION 2: REGIONAL TRANSFORMATION



- Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap.
- Goal 6: (Community Partnerships) Pursue, develop, & sustain collaborative partnerships.

STRATEGIC DIRECTION 3: COLLEGE TRANSFORMATION

- Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.
- Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness, integrated planning systems, and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.
- Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture.
- Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.
- Goal 11: (Operations) Implement professional, intuitive, and technology-enhanced systems.
- Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals.



STRATEGIC PLANNING GOALS AND PLAN ALIGNMENT

All 68 College goals are in complete alignment with Guided Pathway pillars, KPIs, RCCD strategic planning goals, CCCCCO Vision for Success goals, and ACCJC Standards.

Goal	Objective	Description	Guided Pathways Goal	Associated KPIs	Aligned RCCD Strategic Planning Goal	Aligned Vision for Success Goal	Associated ACCJC Standard
Goal 1	(Access) Expand college access by increasing both headcount and FTES.						
	Obj. 1.1 (KPI 1)	Go from 7,366 to 8,759 total FTES	Pillar I, II	1	1.1	1, 2	IIA, IIC, IV
	Obj. 1.2 (KPI 2)	Go from 14,624 headcount to 16,581 total headcount	Pillar III	2	1.1	1, 2	IC, IIC
	Obj. 1.3	Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.)	Pillar I, II, III	1, 2	1.2	1, 2	IIC
	Obj. 1.4 (KPI 3)	Increase capture rates from feeder high schools by 4% annually.	Pillar I, II	3	1.3	1, 2	I.A,B,; IIC; IV
Goal 2	(Success) Implement Guided Pathways framework.						
	Obj. 2.1 (KPI 4)	Increase number of degrees completed by 15% annually	Pillar I, III, IV	4	2.1	1	IIA
	Obj. 2.2 (KPI 5)	Increase number of certificates completely by 15% annually	Pillar I, III, IV	5	2.2	1	IA, B, D; IV
	Obj. 2.3	Decrease AA degree unit accumulation from 88 to 74 total units on average	Pillar III	4	2.7	3	IIA; IIIA; IV
	Obj. 2.4 (KPI 6)	Increase number of transfers 15% annually	Pillar I, II, III	6	2.3	2	IIC, IIIA
	Obj. 2.5 (KPI 7)	Increase the number of first-time, full-time enrolled students from 508 to 900	Pillar I, II	7	2.8	1, 2	IC, IIC
	Obj. 2.6	Increase percent of students who receive financial aid from 73% to 81%	Pillar II	4, 5, 6	1.4		IIIA
	Obj. 2.7	Increase number of students who complete transfer level math and English by 20% per year	Pillar I, II, IV	4, 6	2.9	1, 2	IIA

KEY PERFORMANCE INDICATORS & TARGETS

- 15 KPIs that capture the impact our EMP Goals are having on student learning and student achievement
- All KPIs are measurable and will be reported on an annual basis.
- KPIs are intentionally aligned with district strategic planning goal methodology, Student Success Metrics, Vision for Success, and Institutional Set Standards.

Goal	Topic	Goal Statement	KPI						
Goal 1	Access	Expand college access by increasing both headcount and full-time equivalent students (FTES).	1. Annual Headcount (DataMart) 2. Annual FTES (DataMart) 3. Capture Rate						
KPI	Objective		Baseline	Actual	Projected Targets				
KPI	Objective		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1	Go from 7,366 to 8,759 total FTES		7385	7366	7625	7894	8172	8459	8759
2	Go from 14,624 headcount to 16,581 total headcount		15,280	15,158	15,433	15,712	15,996	16,286	16,581
3	Increase capture rates from feeder high schools by 4% annually.		18.0%	18.7%	19.5%	20.2%	21.1%	21.9%	22.8%
Goal 2	Success	Implement Guided Pathways framework	4. Annual Degrees Awarded 5. Annual Certificates Awarded (CCCCO Approved) 6. Transfer Volume (National Student Clearinghouse) 7. Annual Number of First-Time, Full-Time College Students						
KPI	Objective		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
4	Increase number of degrees completed by 15% annually		1588	2007	2308	2654	3052	3510	4037
5	Increase number of certificates completely by 15% annually		614	600	690	794	913	1050	1208
6	Increase number of transfers 15% annually		1025	1116	1284	1476	1698	1953	2246
7	Increase the number of first-time full-time enrolled students from 508 to 900 (Fall) (508 is 2017-18 FTCS count)		636	598	649	704	764	829	900

STRATEGIC & OPERATIONAL ASSIGNMENTS FOR EMP OBJECTIVES

- Delineation of roles: coordination and assessment versus operational implementation
- Councils are responsible for chartering other entities, monitoring and evaluating progress, and ensuring focus on College goals in alignment with Guided Pathways and our values.

Goal	Objective	Description	Strategic body responsible for coordination & assessing progress annually	Operational committee, group, or position to lead implementation
Goal 1 (Access) Expand college access by increasing both headcount and FTES.				
1	1.1 (KPI 1)	Go from 7,366 to 8,759 total FTES	Academic Council	APC, SSC and Enrollment Management Workgroup
1	1.2 (KPI 2)	Go from 14,624 headcount to 16,581 total headcount	Student Support Council	APC, SSC, Enrollment Management Workgroup
1	1.3	Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.)	Student Support Council	Individual employees with functional oversight, Academic Planning Chairs, and Racial Justice Task Force
1	1.4 (KPI 3)	Increase capture rates from feeder high schools by 4% annually.	Student Support Council	Student Services operational group
Goal 2 (Success) Implement Guided Pathways framework.				
2	2.1 (KPI 4)	Increase number of degrees completed by 15% annually	Academic Council	Deans of Instruction, Guided Pathways Workgroup, Counseling, Academic Evaluations
2	2.2 (KPI 5)	Increase number of certificates completely by 15% annually	Academic Council	Deans of Instruction, Guided Pathways Workgroup, Counseling, Academic Evaluations
2	2.3	Decrease AA degree unit accumulation from 88 to 74 total units on average	Academic Council	Academic Planning Chairs
2	2.4 (KPI 6)	Increase number of transfers 15% annually	Student Support Council	Transfer Center, Counseling, Guided Pathway project team

BACKGROUND & FRAMEWORK OF GOVERNANCE

- Reaffirmation for all constituencies' right to participate effectively in our governance processes (i.e. participatory governance)
- Definitions of the five representative employee groups at Norco College
- Acknowledging and outlining how constituency groups have different roles in institutional decision-making with citations to California Education Code, RCCD Board Policies, collective bargaining agreements, and ACCJC standards.
- Terminology clarifications (e.g. operational versus strategic)
- Overview of planning and governance structure



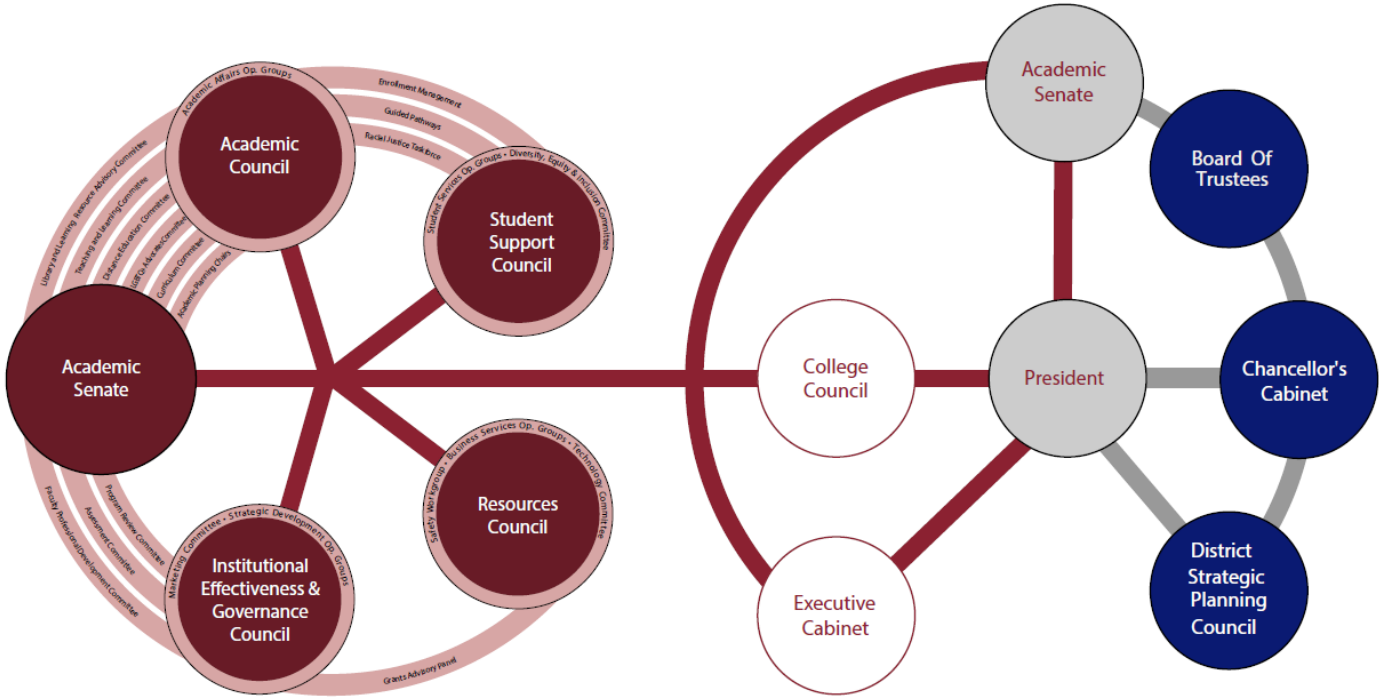
DECISION-MAKING PROCESS

- Procedures
 - Bringing Forward Ideas (ACCJC IV.A.1-2)
 - Adding items to Agendas
 - Presenting Proposals
 - Appeals Process of Decisions
 - The Process for Future SPGM Revisions
- Councils & Committees
 - Purpose
 - Meetings, Voting & Quorum
 - Co-chairs
 - Membership
- Chartering Process



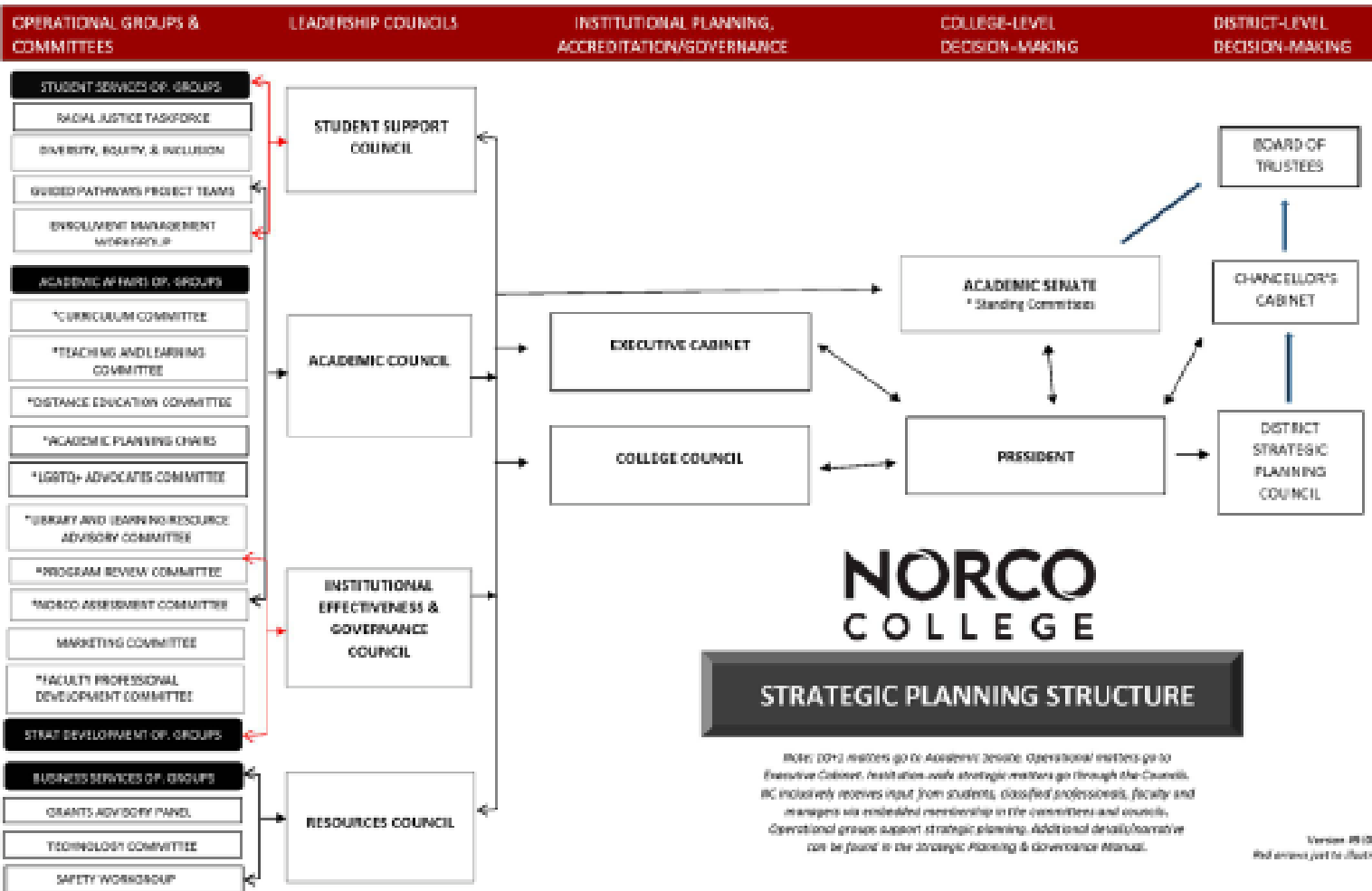
STRATEGIC PLANNING STRUCTURE & GOVERNANCE ENTITIES

NORCO COLLEGE Strategic Planning Structure

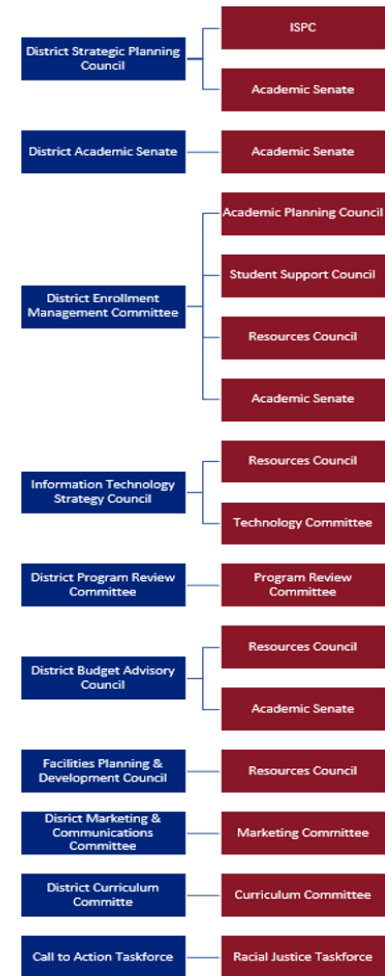


Note: 10+1 matters go to Academic Senate. Operational matters go to Executive Cabinet. Institution-wide strategic matters go through the Councils. NC inclusively receives input from students, classified professionals, faculty and managers via embedded membership in the committees and councils. Additional details and narrative in the Strategic Planning & Governance Manual.

COLLEGE-DISTRICT ALIGNMENT OF STRATEGIC PLANNING ENTITIES



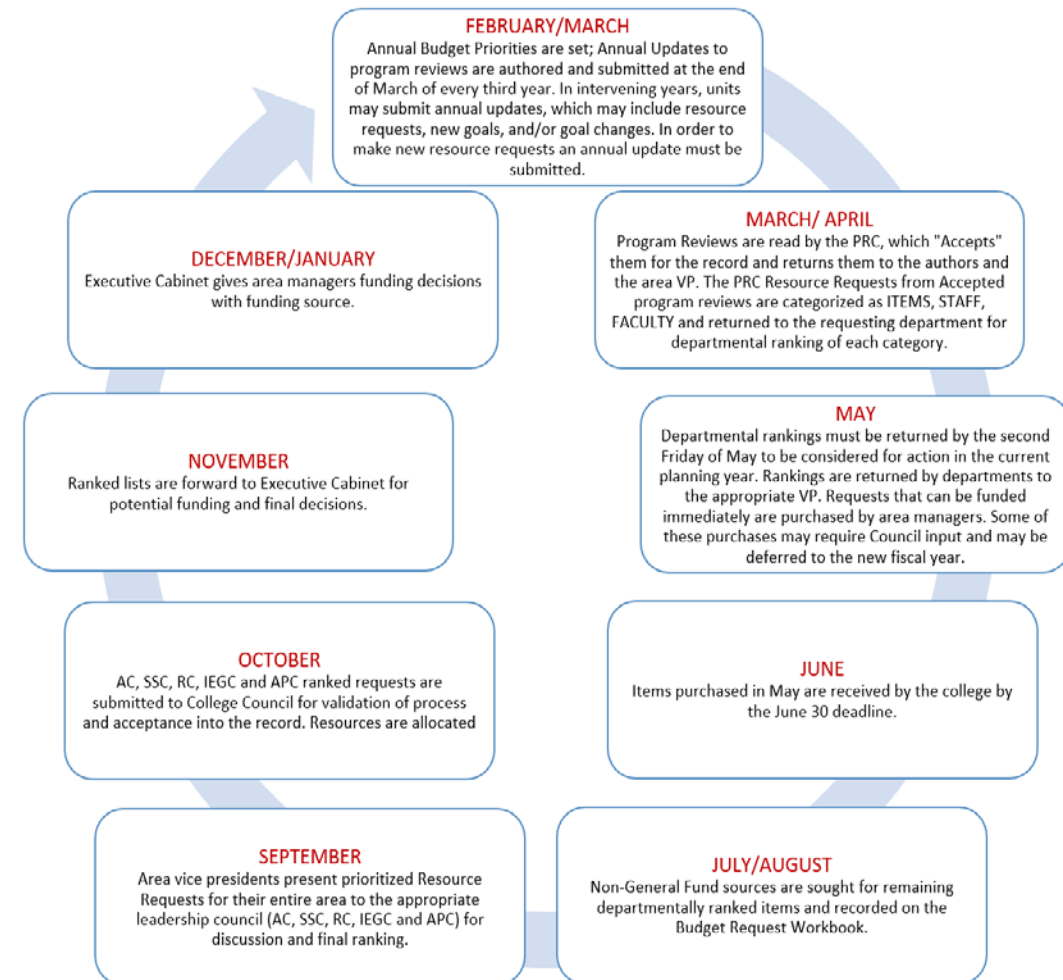
District Strategic Planning



Norco College Strategic Planning


PROGRAM REVIEW & INSTITUTIONAL PROCEDURES

- Program review is the foundation of our continuous improvement process; informs our decision-making and resource allocation process; and informs strategic planning.
- Our revised 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)
- Program Review allows each program/unit to:
 - look back: by reporting on program progress and viability
 - look around: by describing opportunities and resource needs
 - look forward: by setting new long-term goals in alignment with our Strategic Plan goals



WHAT IS A CHARTER?

- A Charter is established between the [Group Name] and the [Overseeing Senate or Council] to structure the scope, membership, deliverables, and planned outcomes for all governance entities.
- Most charters are for a 1-year duration, reassessed every spring for the following academic year.

 <p>NORCO COLLEGE</p> <p>Charter for [Group Name] [DATE]</p> <p>This Charter is established between the [Group Name] and the [Overseeing Senate or Council] to structure the process and planned outcomes included herein during the [duration dates of charter in years/terms] period of the [year/year] academic/calendar year [s]. (Councils = 5-year Charter Committees, Project Teams, Workgroups, etc. = 1-year Charter) [Please use all bracketed text with entity-specific language.]</p>		
<p>Purpose</p> <p>[State the overall responsibility and context for the work of the proposed body. It is here that it should be made clear to what overseeing body the proposed body is making recommendations and from what body they are taking direction and/or by what body their work is being coordinated.]</p>		
<p>Charge</p> <p>[Identify and describe the primary work to be accomplished within the context of the overall goals of the college including specific EMD goal/objective alignment or as part of a particular strategic initiative (e.g. access, equity, success). State the connections specifically to equity and/or Guided Pathways. This section establishes clear expectations and sets boundaries for topics within their overall purview and/or delineates the boundaries of their work so that they are not duplicating the efforts or services being provided or performed effectively by other governance groups and/or other areas/offices/organizations/people within the college community.]</p>		
<p>Guiding Principles and Assumptions</p> <p>[Identify the guiding principles and assumptions that should guide this group's efforts. State if there are other entities (within the district or external to RCCD) that need to be consulted or considered. Include any accreditation standards, state laws, federal guidelines, reporting mandates, etc. Also state if there is any associated budget with their groups' charge.]</p>		
<p>Scope & Expected Deliverables</p> <p>[Specify the parameters and requirements within which the body will work as well as expected deliverables, products, or outcomes from the work.]</p>		
<p>Membership</p> <p>[Description of the number and composition of the members based on role/perspective/expertise and constituency group.]</p> <p>The [proposed body] will be comprised of [number] members (or as specified by the overseeing committee/council) 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. Please clarify if all members are voting members or if there are advisory members (e.g. such as a second/alternative non-voting ASNC representative).</p> <ul style="list-style-type: none"> • [Role/Perspective/Expertise] [Chair] - [Constituency] • [Role/Perspective/Expertise] [Co-Chair] - [Constituency] • [Role/Perspective/Expertise] - [Constituency] • [Role/Perspective/Expertise] - [Constituency] 		
<p>Meeting Time/Pattern</p> <p>[Specify meeting days/times or the general pattern or schedule. See examples below.]</p> <p>The [proposed body] meets weekly on [day] at [time] in [location]. The [proposed body] meets monthly on the [first, second, etc.] [day of month] at [time] in [location]. Contact the Chair/Co-Chair(s) or designated facilitator to place an item on a future agenda.</p>		
<p>Roles of Chairs and Members</p> <p>The Chair/Co-Chair(s) are accountable to the [overseeing body] to ensure continuity of dialogue between governance tiers. (Co-)Chairs are responsible for preparing agenda and facilitating meetings of the [proposed body] based on best practices and guidelines for effective facilitation.</p> <p>Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the [proposed body] that can help to achieve the [proposed body's] charter deliverables (relevant strategic charge). Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the [proposed body]. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with [proposed body] peers with the intention of finding consensus on all issues that come before the [proposed body].</p> <p>[How information will be disseminated to representative/constituency groups]. All governance entities must specify within this Charter how information will be disseminated to representative/constituency groups. In each of the five Councils, it is recommended that a 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.</p>		
<p>Meeting Procedures and Expectations</p> <p>The Chair(s), and members of this governance entity will adhere to meeting and governance best practices as follows:</p> <p>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. Either minutes or notes are taken to record the groups progress OR a final summary report is to be submitted/posted.</p> <p>Members endeavor to:</p> <ul style="list-style-type: none"> • 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. <p>NOTE: This is a template; feel free to modify to fit your group's needs. Replace all bracketed text with entity-specific language. Post on the appropriate Council/Senate webpage and Governance Webpage once approved.</p>		

Templates for Charters, Agendas, Minutes & Notes

■ Norco College Templates

Please use the below links to download the Word templates and best practices.

- [Norco College Charter Template](#)
- [Norco College Blank Charter Template](#)
- [Norco College Agenda Template](#)
- [Norco College Agenda Best Practices](#)
- [Norco College Minutes Template](#)
- [Norco College Minutes Best Practices](#)
- [Norco College Notes Template](#)
- [Norco College Notes Best Practices](#)



SPGM ALIGNMENT TO 12 CORE COMMITMENTS



Access: Providing open admissions and comprehensive educational opportunities for all students.

- Educational Master Plan-2030 Goal 1: (Access) Expand college access by increasing both headcount and FTES.
 - College Plan Alignment
 - EMP Objective Alignment
 - Academic Council Goal
 - Student Support Council Goal
- Provide and protect access to the educational resources of Norco College.
- Internal Scan
- Analysis of Key Performance Indicators and Targets

Equity: Engineering and sustaining an environment where student success is realized by all groups with proportionate outcomes.

- Educational Master Plan-2030 Goal 3: (Equity) Close all student equity gaps.
 - College Plan Alignment
 - Environmental Scan
 - Internal Scan
- Analysis of Key Performance Indicators and Targets
- ISER Quality Focus Essay (QFE) Projects

SPGM ALIGNMENT TO 12 CORE COMMITMENTS

Student Success: Being an institution that places high value on the academic and personal success of students in and outside of the classroom and where meeting student needs drives all decisions regarding educational programs and services.

- Educational Master Plan 2030 Goal 2: (Success) Implement Guided Pathways framework.
- Internal Scan
- State Goal Alignment
- Analysis of Key Performance Indicators and Targets
- ISER Quality Focus Essay (QFE) Projects
- Program Review and resource allocation procedure

Expertise: Committing to ongoing improvement of teaching, service, and leadership as core institutional skills.

- Educational Master Plan 2030 Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.
- Assignments of EMP objectives to specific councils/offices/units
- Roles of College Constituencies
- College Councils / Committees
 - membership
- Participation on workgroups, project teams, etc are based upon expertise/function



SPGM ALIGNMENT TO 12 CORE COMMITMENTS



Mutual Respect: Belief in the personal dignity and full potential of every individual and in fostering positive human values in the classroom and in all interactions.

- Educational Master Plan 2030 Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture.
- Use of the term Classified Professionals throughout
- Protect human dignity and freedom of expression in the academic and working environment, and assure that all are respected as individuals.
- Background and Framework of Governance
 - Ground Rules for Civility
- Principles for Ethical Behavior in Decision-Making
- Decision-making processes will be made by consensus whenever possible
- Chartering Template – expectations for Chairs and members

Collegiality: Being a supportive community that is distinctive in its civility, where the views of each individual are respected, humor and enjoyment of work are encouraged, and success is celebrated.

- Educational Master Plan 2030 Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture.
- Use care and integrity in managing confidential information, fulfilling commitments, and sharing credit for accomplishments.
- Facilitate a climate of collegiality, transparent decision-making, and the right to dissent.
- Background and Framework of Governance
- Explanation of, and respect for, the Roles of College Constituencies
- Decision-making processes by consensus whenever possible

SPGM ALIGNMENT TO 12 CORE COMMITMENTS

Inclusiveness: Embracing diversity in all its forms — global as well as local — and creating a supportive climate that encourages a variety of perspectives and opinions.

- Encourage open dialogue and positive contributions to Norco College by inviting all constituencies to participate in the governance process.
- Provide accurate, objective, and clear information so that decisions are made that are in the best interests of students, employees, Norco College and the public.
- Background and Framework of Governance
- Principles for Governance
- Co-Chairs in college councils/ committees (excluding Academic Senate Standing committees)
- College councils and committee's membership inclusive of all constituency groups
- Decision-Making Process includes participation of faculty, staff and administrators
- Appeals Process of Committee/Council Decisions
- College meetings calendared during college hour to maximize participation of all college constituencies including students.

Integrity: Maintaining an open, honest, and ethical environment.

- Principles for Ethical Behavior in Decision-Making
- Background and Framework of Governance
- Roles of College Constituencies
- Foster openness and courtesy by encouraging and maintaining communication consistent with Norco College's organizational and administrative protocols.
- Strategic Planning entities to post charters online visibly & transparently
- Evaluation of the Planning and Decision-Making Process



SPGM ALIGNMENT TO 12 CORE COMMITMENTS



Quality: Achieving excellence in the broad range of academic programs and services provided to students and to the community, fostering an environment of inquiry, learning and culture, and providing professional development opportunities for faculty and staff.

- Educational Master Plan 2030 Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement.
- Educational Master Plans 2030 Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.
- Abide by established college and district policies and procedures and act within applicable laws, codes, regulations (cited throughout SPGM), and Roberts Rules of Order procedures.
- Environmental Scan
- ISER Improvement Plans
- ISER Quality Focus Essay (QFE) Projects
- EMP goal alignment with other college, district, and state plans
- Program Review process which includes goal-setting and focus on student learning

Environmental Stewardship: Being mindful of the impact we have on the environment, as individuals and as a community, and fostering environmental responsibility among our students.

- Environmental Scan
- Act as stewards of the campus, protecting and providing for its environmental sustainability and beauty through conscientious conduct.
- Educational Master Plan 2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts

SPGM ALIGNMENT TO 12 CORE COMMITMENTS

Innovation: Valuing creative solutions and continuing to seek inventive ways to improve instruction and service to students and to the community.

- Educational Master Plan 2030 Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.
- Educational Master Plan 2030 Goal 11: (Operations) Implement professional, intuitive, and technology enhanced systems.
- Educational Master Plan 2030 Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals.
- Overview of Purpose
- ISER Improvement Plans
- Dynamic chartering process for all governance entities
- Evaluation of the Planning and Decision-Making Process



SPGM ALIGNMENT TO 12 CORE COMMITMENTS



Civic Engagement: Being fully engaged with the local community by listening to needs; establishing programs and partnerships to meet regional needs; forming alliances with other educational institutions to create a continuum of educational opportunities; and communicating information about Norco College programs and services to the external community.

- Educational Master Plan 2030 Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap.
- Educational Master Plan 2030 Goal 6: (Community Partnerships) Pursue, develop, & sustain collaborative partnerships.
- Educational Master Plan 2030 Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.
- 2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.
- Environmental Scan
- Internal Scan