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.