Part 4: Institutional Effectiveness and Governance Procedures

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Executive Summary

Norco College has developed a comprehensive and integrated framework for institutional effectiveness and governance designed to support continuous improvement, strategic alignment, and equitable student outcomes. Through a series of interconnected procedures and governance structures, the college ensures that institutional planning, resource allocation, and decision-making are transparent, data-informed, and mission-driven.

At the core of this framework are five Leadership Councils—Academic, Student Support, Resources, College Council, and the Institutional Effectiveness & Governance Council (IEGC)—which collectively guide the implementation and assessment of the college's strategic goals. Each council engages in regular self-evaluation through the Reports of Effectiveness, contributing to a cycle of continuous improvement that aligns planning with operational outcomes.

The chapter details the following procedures:
- **Mission, Vision, and Core Commitments Review** occurs every five years and involves broad stakeholder input to ensure alignment with student needs, equity goals, and accreditation standards.
- **Institutional Climate Assessments**, administered in years one and four of each planning cycle, provide insights into employee and student experiences, informing priorities and identifying progress areas.
- **Strategic Planning and Governance Manual Revisions** are governed by a documented process to ensure accuracy, consistency, and broad participation in governance practices.
- **The Program Review Process** links program evaluation with strategic planning and resource prioritization, using disaggregated data to inform equity-centered decisions.
- **Electronic Voting Procedures** ensure operational continuity when quorum is not met, supporting transparency and inclusivity.
- **Governance Self-Evaluation Procedures** guide councils and committees through a structured review of their function, purpose, and impact on institutional goals, including charter reauthorization.
- **Evaluation of Institutional and Governance Procedures** in year three ensures that planning, resource allocation, and institutional effectiveness processes remain relevant, efficient, and strategically aligned.

Each of the procedures is provided in the following template:
- Purpose: Explains why the procedure is needed
- Scope: Defines what areas the procedures apply to
- Timeline: Describes when the tasks will occur
- Procedures: Detail how the tasks will be carried out
- Instructions: The actions required to complete the procedure

Together, these procedures reflect Norco College's commitment to shared governance, equity, and institutional excellence. The integration of continuous feedback, stakeholder engagement, and strategic alignment ensures that the college is well-positioned to adapt, improve, and fulfill its mission.

Institutional Procedures

Mission, Vision, and Core Commitments Review Procedures

Purpose: The purpose of the Mission Statement, Vision, and Core Commitments Review (MVCC) Procedure is to ensure that Norco College has a clearly defined mission that reflects its character, values, organizational structure, and unique student population as required by the ACCJC Accreditation Standards. Regularly reviewing the Mission Statement, Vision, and Core Commitments allows College constituents to reaffirm the College's commitment to providing equitable educational opportunities and outcomes for all students.

Scope: The Mission, Vision, and Core Commitments Review Procedure requires the participation of all College constituencies in reviewing and revising the Mission, Vision, and Core Commitments (MVCC), ensuring they reflect the character, values, and structure of the College and the unique student population it serves.

Timeline: Every five years (beginning in the 2024-2025 academic year), the Vice President of Planning & Development and the Accreditation Faculty Co-Chair will lead the review and revision of Norco College's Mission Statement, Vision, and Core Commitments in the Spring Terms of 2025 and 2030. The procedure will align with the evaluation of the strategic planning process and the update of the Strategic Planning and Governance Manual.

Procedure: Led by the Vice President of Planning & Development and the Faculty Accreditation Co-Chair, the College will undergo a process of reviewing and revising the College mission, vision, and core commitments every five years. This includes broad feedback from institutional stakeholders. Academic Senate and College Council provide input and final recommendations to the College President. The College President initiates district approval via the District Strategic Planning Committee, the Board of Trustees, and the Chancellor.

Instructions:

1. **Initiate the Mission, Vision, Core Commitments (MVCC) Review Process:** Develop/launch a college-wide survey with support from the Office of Institutional Effectiveness in year four of a five-year strategic plan to collect college-wide input to review the current MVCC and propose revisions to the MVCC.

2. **College-Wide Survey Data Review:** The VPPD will collect and engage in initial data review and sensemaking with the Office of Institutional Effectiveness.

3. **Distribute MVCC Review Feedback and Revisions:** Share college feedback and proposed revisions of MVCC to the College community.

4. **Newly Revised MVCC Distributed for College Approval:** The newly revised MVCC will be presented at all college leadership councils, including Academic Senate and College Council, as an action item for approval. Academic Senate and College Council will provide a formal recommendation of the MVCC to Executive Cabinet and the College President.

5. **District Review and Approval:** The College President will forward the approved draft to the District Strategic Planning Committee, the Chancellor's Cabinet, and finally, the Board of Trustees for approval.

6. **Adoption and Communication**: The College President will distribute the revised approved mission statement, vision, and core commitments to the Norco College community, while the Office of Planning and Development will provide guidance on updating the college's print and online documentation.

Assessment of Institutional Climate Procedures

Purpose: The evaluation of one or more aspects of the institutional climate through a validated instrument. The goal of the institutional climate assessment is to gather data on the perceptions and experiences of college employees and students, ensuring a positive, inclusive, and productive environment. If there is a desire to compare to other institutions in or outside the district, the instrument to be used should be a third-party instrument constructed for this purpose.

Scope: The procedures cover the selection, dissemination, and use of climate survey results.

Timeline: In every five-year cycle of an approved strategic plan, the Assessment of Institutional Climate will be completed in the Spring semesters of year one and year four of the planning cycle. In this way, the initial results of the climate survey will be available to inform all other institutional procedures for areas of improvement, and the year four results will indicate whether improvements have been achieved.

Procedures: The assessment of the institutional climate is led by the Office of Institutional Effectiveness in collaboration with the IEGC co-chairs and members to facilitate the selection, dissemination, and use of climate surveys in years one and four of the five-year strategic plan to inform and guide improvements in planning and institutional effectiveness.

Instructions:

1. **Selection of the Climate Survey:** The Office of Institutional Effectiveness will identify and select a validated climate survey based on a review of technical specifications and input from the IEGC Chairs and/or IEGC members.

2. **Dissemination of the Survey:** If purchased from a third party, the survey will be sent to all members of the stakeholder group for which it is designed or in accordance with third-party-established guidelines.

3. **Communication of Survey Results:** The results of the climate survey will be shared at an IEGC meeting in the following Fall semester of year two, highlighting areas for improvement. The results of the year four climate survey will be shared in the Fall semester of year five, identifying whether areas of improvement have made progress over the previous three years and if new areas for improvement have emerged. The results of both climate surveys will be posted on the Institutional Research website.

4. **Use of Results:** Results will inform and guide institutional procedures and planning processes. Climate survey results in year four will identify whether interventions identified from the year one survey have made an impact. If these areas of improvement persist or if new areas emerge, they may inform the creation of the next strategic plan.

Strategic Planning and Governance Manual Revision Procedures

Purpose: Ensure the quality, accuracy, integrity, and transparency of the Strategic Plan and Governance Manual by describing the process for making revisions, updates, and improvements.

Scope: Revision control procedures for updating the Strategic Plan and Governance Manual (SPGM).

Timeline: Throughout the five-year SPGM, members of any governance entity or bargaining unit may request updates or changes to the document by following the instructions provided. Alternatively, any institutional member may submit updates or improvements to the SPGM through the SPGM Improvement Form, which should be sent directly to the IEGC Co-Chairs.

Procedures: Requests to revise or update the SPGM are submitted to the IEGC co-chairs (by a governance entity or through the Improvement Form), who will initiate and facilitate the document control and revision procedures.

Instructions:

1. **Content Update Request:** Members of any governing entity identify procedures or content that requires a revision or update in the SPGM.

2. **Submit for Review:** A request is submitted to the IEGC co-chairs to initiate the document revision process. The IEGC co-chairs will review and document via a shared Revision Log, which the IEGC Meeting Recorder will maintain.

3. **Draft Revise:** IEGC co-chairs will send a Watermarked Draft Word document of the revised/updated section to the requestor.

4. **Submission of Track Changes:** The requester will provide track changes via redlining to the section and submit final draft to IEGC co-chairs for review and approval.

5. **Revision Recommendation:** The IEGC co-chairs will present the finalized revision as an Action Item to IEGC for consideration.

6. **Approval:** IEGC co-chairs will submit the recommended revisions to College Council for review and approval.

7. **Revision Control:** Once College Council approves the SPGM updates, the IEGC co-chairs and meeting recorder will archive the old section, and the document will be submitted via the document control platform with a revision number and date.

Program Review Process

One of the primary processes for facilitating continued improvement at Norco College is the Program Review process. Program Review ensures continuous improvement and alignment with the college's mission, strategic goals, and the Educational Master Plan (EMP). Through the Program Review process College stakeholders systematically evaluate instructional programs, support services, and administrative units to assess effectiveness and make improvements that will impact student success and equity. This systematic evaluation of all program units within the college guides resource allocation and aligns with accreditation Standards and the college's commitment to data-driven decision-making. The Program Review 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). Each year, programs can make annual updates to their Program Review through resource requests and assessment updates.

Details regarding the Comprehensive Program Review Process, including the Annual Resource Request and Prioritization Process, can be found online at www.norcocollege.edu/committees/prc/.

Governance Procedures

Electronic Voting Procedures for Leadership Councils

Purpose: To encourage participation, support transparency, and ensure consistency across the leadership councils in decision-making. Electronic voting (e-voting) protocols provide flexibility to ensure all constituents, regardless of work location, can participate in college governance, and decision-making is timely and responsive.

Scope: These protocols allow for e-voting on agendized action items from leadership council meetings at which quorum is not met. These e-voting procedures may not be used for any other purpose. The e-voting protocols exclude agendas and meeting minutes. E-voting procedures are not applicable for governance entities that are subject to the Brown Act (i.e. Academic Senate).

Timeline: Within three business days following any leadership council meeting where quorum is not met, an e-vote can be initiated for any agendized action item from that meeting. Once initiated, council members will be provided at least five business days to vote electronically on that item.

Procedures: The leadership council co-chairs will initiate e-voting procedures. Although council attendance is encouraged and expected for all appointed members, e-voting provides councils with the opportunity to conduct business when the 50% +1 quorum meeting requirements (both in-person and virtual attendees) are not met. Any action item from such a council meeting may be acted upon via the electronic voting procedures below.

Instructions:

8. **Establish Quorum: The leadership council co-chairs establish that voting is suspended due to a lack of quorum at the regularly established council meeting.**

9. **Initiate E-Vote:** Within three business days following a council meeting in which a quorum was not met, the council co-chairs may initiate an e-vote on any action item from that meeting.

10. **Distribute E-Vote to Members:** The leadership council, co-chairs and/ or meeting recorder, will distribute separate messages for each item for which an e-vote is sought. Each item shall include the relevant documentation for the action item.

11. **Discuss and Collect E-Votes:** All appointed leadership council members, including council co-chairs, will have five business days to submit their comments and e-vote.

12. **E-Vote Reporting:** After an e-vote, the co-chairs and meeting recorder will send an E-Vote Report to the members listing each member's vote and summarizing the outcome of the vote. A passing vote requires a majority vote (50% +1) of voting members.

13. **Add to Meeting Minutes:** The E-Vote Report will be added to the agenda and meeting minutes of the next meeting.

Charter Procedures

Purpose: To ensure that each governance charter provides accurate and up-to-date information to orient the efforts of the council or committee regarding their contributions to the operational and strategic efforts of the College through regular review and examination of the charter.

Scope: Governance entities can create new charters at any time during the five-year strategic planning cycle. All governance entities shall seek reauthorization of existing charters in years two and four of the five-year strategic planning cycle as part of the Governance Self-Evaluation and Continuous Improvement Process.

Timeline: Each governance entity conducts an annual internal review of its charter for updates and revisions, led by the chair or co-chairs. In years two and four of the five-year strategic planning cycle, each governance entity will participate in the Governance Self-Evaluation and Continuous Improvement Procedures, which includes a formal and in-depth review of the charter in response to the Report of Effectiveness.

Procedures: Charter procedures define the required charter elements as well as the process for review and updating charters. The first set of instructions is for the creation of new charters, followed by the procedures for the reauthorization of existing charters.

New Charter Instructions:

1. **Creation of New Charter:** Any member of a constituent group at the college may propose a new council, committee, or other group that aligns with and supports the College's strategic goals. The following charter elements are required:
   - Name of Council/Committee
   - Description: A 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
   - Meeting Schedule
   - Chair/Co-Chairs (include constituent group when relevant)
   - Membership: names of members and relevant constituent groups (e.g., faculty, classified professionals, etc.) from which each membership is drawn.
   - Key Performance Indicators/Goals: Specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue.
   - Equity Focus: A brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
   - Edition Date: Date of their most recent revision and dates of previous versions of the charter.
   - Support Staff: Support staff assigned to the Council/Committee

2. **Feedback and Approval:** The new charter will be presented to the appropriate governance entity (i.e. one of the four leadership councils or Academic Senate) authorizing body to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures.

3. **New Charter Recognition:** New charters are subject to additional approval from the following entities:
   a. **Norco College Academic Senate:** Councils, committees, or other groups that impact 10+1 matters as defined by the Educational Code.
   b. **Office of the President:** Councils, committees, or other groups that direct Norco College employees' time and effort. The Office of the President may also delegate charter approval authority to relevant leadership councils.

Reauthorization of Existing Charter Instructions:

1. **Review Charter Elements:** Each governance entity will annually review the following charter elements to ensure accuracy in composition and purpose, led by the chair/co-chairs.
   - Name of Council/Committee
   - Description: A 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
   - Brown Act: identification of bodies subject to the Brown Act
   - Meeting Schedule: regularly occurring meeting schedule
   - Chair/Co-Chairs (include constituent group when relevant)
   - Committee Membership: composition of the committee members by constituency group
   - Reports and Recommends to: the governance entity or office that the council or committee reports and submits recommendations to
   - Required Reports and Updates: specific reports and updates related to institutional effectiveness and strategic goals
   - Key Performance Indicators/Goals: Specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue
   - ACCJC Accreditation Standards: alignment to specific standards that guide the committee or council's work
   - Equity Focus: A brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
   - Edition Date: Date of their most recent revision and dates of previous versions of the charter.
   - Link: Provide URL to site with Membership Roster.
2. **Discuss and Document:** The members will discuss the composition and purpose of the council or committee alongside their Report of Effectiveness and document any recommended revisions to the charter via meeting minutes. Groups are encouraged to engage in dialogue and reflection to continuously improve their efforts.
3. **Feedback and Approval:** Charter revisions and recommendations will be presented to the group's governing body to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures. Minor changes require reporting to the authorizing body, while major changes require approval from the authorizing body.
   a. **Minor Changes:** Changes that do not require approval include:
      i. Meeting schedule and location
      ii. Changes in members or co-chairs
         1. Per Senate bylaws, approval is required if a Senate committee wishes to name a non-faculty member as a co-chair.
   b. **Major Changes:** Changes that require approval include:
      i. The identity of support staff for Senate committees as required by Academic Senate bylaws
      ii. Group Name
      iii. Group Purpose
      iv. Membership structure
      v. Strategic alignment
      vi. Change in authorizing body
4. **Charter Reauthorization:** Once the authorizing body approves the revised updates and changes, the charter is reauthorized and formally recognized as a governance entity. Any group that does not seek reauthorization or is not granted reauthorization should no longer convene.

Governance Self-Evaluation & Continuous Improvement Procedures

Purpose: The universal self-evaluation and continuous improvement process amongst all governance entities at Norco College.

Scope: The procedures include instructions related to the self-evaluation of all governance entities for the purpose of strengthening alignment to strategic priorities and continued improvement.

Timeline: In every five-year cycle of an approved strategic plan, the self-evaluation and continuous improvement procedures are to be completed in years two and four of the five-year plan cycle.

Procedures: Facilitated by council or committee co-chairs, with IEGC co-chairs' support and oversight by College Council. The evaluation and improvement procedures will be initiated in the Fall semester of years two and four of the five-year strategic plan to support the college Mission, Vision, and Core Commitments through continuous improvement procedures in governance aligned with Accreditation Standards.

Instructions:

1. **Complete the Survey of Effectiveness:** Each council or committee will distribute the Survey of Effectiveness and facilitate survey completion in the Fall semester of years two and four of the five-year strategic plan.
2. **Discuss, Decide, and Improve:** At the last fall meeting of the term, council or committee members will document discussions and decisions regarding survey results, charter alignment, and recommended improvements, along with actions that ensure compliance with institutional procedures.
3. **Document Improvements and Revisions:** Improvements are documented by refining and revising the council or committee Charter.
4. **Feedback & Approval** (if necessary)**:** A council or committee representative will present findings, plans, and updated charters to the governing body in the Spring semester of years two and four (In the case of the College Council, it will present its finding, and improvement plans to the Institutional Effectiveness and Governance Council (IEGC)). The council or committee will adjust improvement plans in collaboration with feedback from the oversight governance body. If necessary, councils or committees should obtain approval for significant changes to their organizational structure or purpose.
5. **Finalize Improvement Plan:** Prepare the Report of Effectiveness (ROE) in the Spring semester of years two and four, and present and distribute the ROE to the oversight governing body as an agendized information item, as well as in the council/committee minutes, agenda, and posted public information. Updates, revisions, and improvements should be reflected in the council/committee charter.
6. **Charter Reauthorization:** The approved and updated charter is reauthorized with an updated Edition Date.
7. **Take Action:** Take action to improve institutional effectiveness, including, but not limited to, governance training and refinement of charter purview and strategic alignment.

Evaluation of the Institutional and Governance Procedures

Purpose: The evaluation of the institutional procedures regarding strategic planning and decision-making procedures.

Scope: The procedures include activities relating to institutional effectiveness and planning, including program review, resource allocation, decision-making, and compliance with institutional procedures.

Timeline: In every five-year cycle of an approved strategic plan, the evaluation of the institutional and governance procedures should be completed in the Fall semester of year three of the planning cycle.

Procedures: Led by IEGC co-chairs and facilitated by council or committee co-chairs. The Institutional Effectiveness Planning Survey (IEPS) is distributed college-wide. All college employees are encouraged to participate. Following the IEPS administration in the Fall of year three, the IEGC co-chairs will initiate the evaluation of the institutional effectiveness and governance procedures in the Spring semester of year three.

Instructions:

1. **Review of the Planning and Decision-Making Procedures:**
   o The IEGC co-chairs will review the following planning documents
     • Review of the timeline for all institutional effectiveness and governance procedures
     • Review of annual progress in KPI targets as presented to College Council
     • Institutional Effectiveness and Planning Survey
     • Reports of Effectiveness
     • Review of the Mission, Vision, and Core Commitments Review Procedures and adherence to those procedures
     • Review of the charters for all Leadership Councils and College Council
   o The IEGC co-chairs will review decision-making processes via a sampling of the following documents
     • Program Review and Resource Prioritization documentation as presented to College Council from each of the leadership councils.
     • President's Memorandum: The President's Memorandum is distributed by the President's Office at the conclusion of each academic year. The memorandum communicates the alignment between the college's budget priorities and approved resource allocations, as well as decision updates that have college-wide impact that were recommended through the governance process.
     • Regular Update (RU): All members of the college community can submit items for inclusion in the Regular Update, which is released bi-monthly during the Fall and Spring terms, and once a month during Winter and Summer terms. The information collected documents the College's work to achieve our strategic priorities as well as documentation of evidence for continued improvement in support of accreditation. The RU is shared internally and publicly.

2. **Discuss, Decide, and Improve** Document discussions, decisions, and recommended improvements with actions, including alignment and compliance with institutional procedures at the March meeting of the Spring semester of year three to IEGC as a first read.

3. **Feedback & Approval** (if necessary): The leadership councils present findings and plans to the College Council as a first read at the April meeting of the Spring semester of year three, with a second read and action to be taken in the May meeting. Adjust improvement plans in collaboration with feedback from the council. Obtain approval if needed for major changes to planning and decision-making.

4. **Finalize Improvement Plan**: Prepare a final report documenting the findings and recommendations from College Council at the May meeting of the Spring semester of year three to IEGC. Present and distribute the report to the oversight governing body as an agendized Information Item and in the council/committee minutes, agenda, and posted public information.

5. **Take Action**: Engage in action steps to improve institutional effectiveness, including, but not limited to, constituency-based governance training and revisions/updates to the council's purview and alignment as identified in the charter. Improvements will be used to inform the next strategic plan.

Acknowledgment of the Strategic Planning and Governance IEGC Workgroup

The development of the Strategic Planning and Governance Manual would not have been possible without the dedicated efforts, expertise, and collaborative spirit of the IEGC Workgroup. We extend our sincere appreciation to the following members for their commitment to strengthening Norco College's institutional effectiveness and ensuring a clear, transparent, and inclusive governance framework.

Dr. Tenisha James (Chair) – Administration / ALO

Ms. Ashlee Johnson (Co-Chair) – Faculty / Academic Senate

Ms. Leona Vassale (Co-Chair) – Classified Professional / CSEA

Dr. Hayley Ashby – Faculty / Academic Senate / Accreditation

Ms. Caitlin Busso – Classified Professional / CSEA

Mr. Dan Reade – Faculty / Academic Senate

Mr. Alex Spencer – Classified Professional / CSEA

Their thoughtful contributions, leadership, and ongoing dedication to continuous improvement have been instrumental in shaping this manual and advancing the mission and vision of Norco College. We are grateful for their service and unwavering support.

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Governance Website: https://www.norcocollege.edu/sd/ie/sp/governance-resources.html