STANDARD I
Institutional Mission & Effectiveness
Standard I: Institutional Mission & Effectiveness

The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and to communicating the mission internally and externally. The institution uses analyses of quantitative and a qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.

Standard I.A: Institutional Mission

The institution has a statement of mission that defines the institution’s broad educational purposes, its intended student population, and its commitment to achieving student learning.

I.A.1. The institution establishes student learning programs and services aligned with its purpose, its character, and its student population.

STATEMENT OF MISSION. The new Norco mission statement, approved on June 20, 2006, by the RCCD Board of Trustees, clearly defines the broad educational goals of Norco Campus. This statement is the result of dialogue and collaborative effort and reflects a strong commitment to student learning, to educational quality, and to the community.

The Norco Campus mission statement is as follows:

Today’s Students, Tomorrow’s Leaders

Norco Campus, located in Western Riverside County, provides educational programs, services, and learning environments that meet the needs of a diverse community. We equip our students with the academic and technological skills to attain their goals in higher, occupational, and continuing education, workforce development, and personal enrichment while they achieve established learning outcomes. Norco Campus emphasizes the development of technological programs to meet the needs of the growing business community. As a continuing process, we listen to our community and respond to its needs while engaging in self-examination and ongoing dialogue, planning, and improvement.

DESCRIPTIVE SUMMARY

In the spring of 2004, Riverside Community College District developed an ongoing and systematic strategic planning process in which the mission is central to planning and decision-making. This process uses both quantitative and qualitative data for decision-making and links program review, assessment, and academic planning with strategic planning.

The alignment of educational programs with the mission of both the campus and the district is assured initially through the locally-developed program approval process (I.A-1) with the oversight of the local Academic Senate, the Norco Strategic Planning Committee, and the District Curriculum Committee. Ongoing evaluation is assured through the comprehensive program review process. As instructional programs, student services programs, and
administrative units prepare their program reviews, they review the environmental scan and other relevant demographic and institutional data in order to determine the suitability of programs for the learner populations, their needs, and the missions of the district and the campus.

The Norco Campus mission statement reflects a range of educational programs and services at Norco Campus that meet the needs of a diverse community of student learners, both full- and part-time: those seeking career education through technical certificates and programs; those interested in basic skills remediation or personal development; and those seeking transfer opportunities.

Norco’s student population is younger than the population average for community colleges across California – over two-thirds of Norco Campus students are under 25. Almost two-thirds are female, and a majority comes to Norco directly after high school graduation. The proportion of whites to Hispanics is equal (37 percent to 37 percent), while a smaller balance exists between Asians and African Americans (9 percent and 8 percent respectively). (I.A-2)

Norco Campus strives to meet the diverse needs of this varied and dynamic student body by offering students an expansive and comprehensive range of learning opportunities. These include:

- AA/AS degree programs
- Transfer opportunities
- Certificate programs
- Title V programs including learning communities, supplemental instruction, technology-enhanced instruction, fast-track English, summer math intervention
- Puente program, Talented Tenth, TRIO
- Basic skills courses
- English as a Second Language (ESL)
- Weekend College
- Afternoon, evening, and short-term (fast track) courses
- John F. Kennedy Middle College High School (I.A-3)
- Face-to-face, online, and hybrid learning opportunities

Norco Campus also offers a variety of student support services including:

- Writing and Reading Center
- Math lab
- Computer lab
- Library services including information competency workshops and tutorials
- Tutoring in most major subject areas
- Counseling for entering and continuing students
- Child Development Center (Head Start)
- Programs and services for disabled students (DSP&S)
- Technology assistance and software such as Tegrity, Podcasting, and wireless campus access

**SELF EVALUATION**

The standard is met. Norco Campus provides a full range of programs and services to meet the needs of a diverse community of student learners. These programs and services are aligned with the new Norco mission statement, with the overall district mission, and with the character of the institution. The number of established and planned academic and vocational programs offered at Norco has increased significantly since 2001, and Student Services has expanded the variety of learning communities and technology-enhanced services available to meet student needs.

Now that Norco Campus has emerged as a separate institution, attention is being paid
to the differences between the learner populations of the Norco-Corona area and the learner populations of the other regions served by the district. Additional factors include the demographic composition and industrial base of the community served by Norco Campus, which is evolving rapidly and which is being into consideration in planning for future student needs.

PLANNING AGENDA

- Continue to review and revise Norco’s programs and services in response to changes in the community and following local assessments of student learning effectiveness.
- Continue to develop new programs and services to serve the needs of the identified student population, utilizing input from the Norco Academic Senate, the Norco Strategic Planning Committee (NSPC) and the District Office of Institutional Research.
- Review and incorporate information from the new Environmental Scan (to be published in late 2007) in order to better serve the Norco Campus learning community.

I.A.2. The mission statement is approved by the governing board and published.

DESCRIPTIVE SUMMARY

The Riverside Community College District Board of Trustees approved the Norco Campus Mission Statement on June 20, 2006 (I.A-5, I.A-6). The recently approved mission statement is published in the Norco Academic Master Plan (I.A-7) and on the Norco Campus website (I.A-4). All proposed future changes and revisions to this mission statement will be approved by the Board of Trustees.¹

SELF EVALUATION

The standard is met. In 2006 the Board of Trustees approved the Norco mission statement. The commitment and initiative shown by faculty on the Norco Strategic Planning Committee in developing the new mission statement are strong evidence of a collaborative, dialogue-driven, and learner-centered model for institutional planning.

Norco Campus had written a previous mission statement in 2003, which was not published at that time since the institution was an educational center. Norco had thus operated until this past year under a single district mission statement. The new Board-approved mission statement now clearly reflects a collaborative effort to express Norco’s commitment to student learning and the community. It is ready to be distributed more widely in district and local publications.

¹ The Norco Campus mission statement was approved by the RCCD Board of Trustees on June 20, 2006. The statement was created through the processes of collaborative dialogue and self-governance. An initial draft created by the subcommittee for Institutional Mission and Effectiveness of the NSPC was (1) emailed to all identified subcommittee members for feedback and modification; (2) modified and approved by the Norco Academic Planning Council and again by the Norco Strategic Planning Committee; (3) brought before the RCCD Executive Committee, which sent it back to Norco for revision. After further revision, the mission statement returned to the Chancellor’s Executive Committee in early June 2006. The Chancellor’s Executive Committee gave its final approval and sent the mission statement forward to the Board of Trustees, which approved it on June 20, 2006.
PLANNING AGENDA

- Revise the method of distribution of the Norco mission statement to capture a wider audience:
  ♦ Include the statement in all print and electronic publications, reports, and flyers, including the latest course catalog.
  ♦ Display the statement in prominent locations on campus such as in the Admissions lobby and in campus display cases.
  ♦ Explore the possibility of distributing the mission statement in the languages of the Norco-Corona communities it serves.

I.A.3. Using the institution’s governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.

DESCRIPTIVE SUMMARY

Following the decision of the Board of Trustees in March 2002 to move to a three-college system, responsibility for developing, reviewing, and revising a learner-centered mission statement fell to each of the campuses. Early in 2003, as a response to this recommendation, Norco Campus administration developed its first mission statement. After achieving initial eligibility for college status, the institution engaged in ongoing, collaborative dialogue during spring 2006 to ensure that a new mission statement was drafted which accurately represents Norco Campus goals and those of its students and communities. The new strategic planning process was used, and the subcommittee for Institutional Effectiveness initiated work on the mission statement. After many draft revisions and considerable discussion, the new document was approved by the Norco Academic Planning Council (NAPC) and the Norco Strategic Planning Committee (NSPC) and sent to the Board of Trustees, which approved a revised mission statement and an institutional motto on June 20, 2006.¹ (I.A-6, I.A-8, I.A-9).

SELF EVALUATION

The standard is met. Norco Campus utilized its governance structure, the NSPC, its subcommittee on Institutional Mission and Effectiveness, and the NAPC, when developing its recently approved 2006 mission statement. The current statement represents a major revision of the original statement produced in 2003. Developing a clear mission statement aligned with Norco’s purpose, character and student population involved considerable ongoing, collaborative dialogue by faculty, staff, students and administrators, who are satisfied that the resulting statement accurately represents Norco’s mission and goals.

Review and revision of the mission statement been designated as an agenda item for the first NSPC meeting of the academic year.

PLANNING AGENDA

None

I.A.4. The institution’s mission is central to institutional planning and decision making.

DESCRIPTIVE SUMMARY

The strategic planning process begins with comprehensive and annual program reviews, which require an alignment of learn-
ing programs, student services, and planning with the mission of the college (I.A-10). The NAPC and NSPC initially undertake planning and recommend actions based, in part, on the above-mentioned program review information. Each of the nine strategic planning sub-committees is aware of the mission statement; their planning and decision-making are designed to be driven by the campus mission and goals. Similarly, new programs developed on the Norco Campus should align with the institution’s mission and strategic goals as expressed in the Norco Academic Master Plan. Additional information contributing to institutional planning and decision making at Norco includes data provided by the District’s Office of Institutional Research; information gleaned from the most recent Environmental Scan; ongoing direction from the district; and information provided by Norco administration. Thus, all strategic planning units at Norco interact with and respond to the mission of the institution.

SELF EVALUATION

The standard is met. Norco faculty, staff, students, and administrators are committed to providing quality programs to a diverse and growing student population.

A process is in place to ensure that the institution’s mission will be central to planning and decision-making. Continued input and dialogue are required at department, discipline, NAPC and NSPC meetings which will inform future planning and decision making processes at Norco Campus.

The NSPC, working in conjunction with the administration, NAPC, and the Senate, is committed to clarifying the strategic planning process. In addition, in 2006-2007 revisions were made to the district program review process, establishing an annual campus-based update for all disciplines and non-instructional units that have undertaken comprehensive program review, in order to make information relevant to resource allocation, hiring, and facilities utilization available in a timely manner. In short, Norco’s strategic planning structure is in place and is aligned with the Norco Campus mission; its various constituencies are in the process of using it effectively.

PLANNING AGENDA

None

List of References

I.A-1  Locally Developed Program Approval Process
I.A-2  RCCD Fact Book, page 30
I.A-3  JFK Middle College High School:  http://www.cnusd.k12.ca.us/jfk/
I.A-4  Norco Campus website: http://rcc.edu/norco
I.A-5  Norco Campus Mission Statement
I.A-6  Board minutes approving Norco mission statement
I.A-7  Norco Academic Master Plan
I.A-8  NAPC minutes approving Norco mission statement
I.A-9  NSPC minutes approving Norco mission statement