



Institutional Effectiveness & Governance Council

Minutes for April 25, 2024

Time: 12:50 pm to 1:50 pm

Location: CSS*217

Meeting Participants

Committee Members Present

Dr. Greg Aycock, Ms. Rosio Becerra, Ms. Caitlin Busso, Dr. Greg Ferrer, Dr. Tenisha James, Ms. Ruth Leal, Dr. Nancy Quinones, Mr. Dan Reade, Dr. Tim Russell, Mr. Alex Spencer, and Ms. Leona Vassale

Committee Members Not Present

Dr. Mark Hartley, Ms. Ashlee Johnson and Mr. John Thehumury

Guest(s)

Mr. Aaron Hall (ASNC)

Recorder

Desiree Wagner

1. Call to Order

- (Time 12:54 pm)

2. Action Items

2.1 Approval of Agenda

- **MSC (Mr. Dan Reade/ Dr. Greg Aycock)**
- Dr. Tenisha James motion to amend agenda to move Agenda Item 3.3 to the next IEGC Meeting.
- Approved by consensus, 0 Abstentions

2.2 Approval of March 28, 2024, [Meeting Minutes](#)

- **MSC (Dr. Greg Aycock / Mr. Dan Reade)**
- Revised wording on Action Item 2.4 IEGC Report of Effectiveness: objectives 9.2 & 9.4 questions as to if they appropriately align to IEGC.
- Correction to Mr. Dan Reade's last name
- Approved by consensus, 0 Abstentions

2.3 [2022-2023 IEGC Report of Effectiveness](#)

- **MSC (Mr. Alex Spencer / Ms. Caitlin Busso)**
- Reviewed and discussed IEGC Report of Effectiveness and council discussed the findings.
- Feedback from the council members:
 - IEGC needs to be mindful and intentional in looking at our objectives. Ensuring they align. More importantly the need to assist in governance structure.
 - IEGC tends to create our own work, members participation is meaningful and important.
- Approved by consensus, 0 Abstentions

2.4 [2025-2030 Strategic Planning IEGC Workgroup Charter](#)

- **MSC (Dr. Tim Russell /Dr. Greg Aycock)**
- Removed the timeline section of the charter.
- Recommendation to remove the titles for CPROS.
- Reconsider updating the membership to include an individual in Equity.
- As a group, we should narrow down the Charter to simplify the work.
- Approved by consensus, 0 Abstentions

2.5 [Program Review Resource Request Prioritization Process Draft](#)

- **MSC (Ms. Leona Vassale / Mr. Alex Spencer)**
- Title changed to: IEGC Resource Request Review Process
- Approved by consensus, 0 Abstentions

2.6 **College Leadership Council Date Change: May 23, 2024, Meeting Conflict**

- **MSC (Mr. Dan Reade/ Dr. Greg Aycock)**
- College Leadership Council will need to have the meeting date changed due to the 62nd Distinguished Faculty Lecture and CSEW Week.
- Motion to move the May 23 to May 16 (Dr. Tim Russell / Ms. Caitlin Busso)
- Approved by consensus, 0 Abstentions

3. Discussion Item

3.1 [2023-2024 IEGC Survey of Effectiveness](#)

- The committee reviewed the survey results and provided the following feedback:
 - Certain objectives are more of a focus and others need to be beyond that scope.
 - Council runs into issues, creating a circle of more work for us.
 - Agree or Strongly Agree need to focus on the Disagree.
 - Individuals who felt that there was no purpose and now that there is a new direction and for integrated planning for the bodies who are under us.
 - Should we have a place or a person from Equity to include and contribute to IEGC.
 - Only half of our members have responded and submitted their responses to this survey.

3.2 **Governance Structure Change Process Discussion**

- The process needs to be had.
- The group members like the subgroup to start working on this discussion Item.
 - Marketing
 - Safety

3.3 **Marketing Committee Substantive Change Discussion**

- Item moved to the next meeting.

4. Information Items

4.1 [ACCJC Workshop: April 26, 2024, 9am-12pm HUM 111](#)

5. Good of the Order

5.1 Welcome Ms. Rosio Becerra, Interim Dean of Student Life

5.2 Reports of Effectiveness agenda submission deadline May 16, 2024 (NAC, PRC, FPDC, Marketing)

6. Future Agenda Topics

6.1 Marketing Committee Charter

7. Adjournment

- Time 1:51 pm

Next Meeting

Date: May 16, 2024

Time: 12:50 pm to 1:50 pm

Location: IT*111

| Spring 2024 Meeting Schedule of IEGC | Agenda Item Request Deadline |
|--------------------------------------|----------------------------------|
| March 28, 2024, From 12:50-1:50 PM | 5 PM on Thursday, March 21, 2024 |
| April 25, 2024, From 12:50-1:50PM | 5 PM on Thursday, April 18, 2024 |
| May 23, 2024, From 12:50-1:50PM | 5 PM on Thursday, May 16, 2024 |

IEGC 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, Academic Senate and the Vice President of Planning & Development.



Report of Effectiveness 2022-2023

Governance Entity:

Institutional Effectiveness & Governance Council

Charge:

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Sponsoring Council/Senate:

College Council

Co-chairs:

Dr. Tenisha James, Ms. Ashlee Johnson and Ms. Leona Vassale (proxy)

Members:

Dr. Greg Aycock, Ms. Makenna Ashcraft, Ms. Caitlin Busso, Dr. Greg Ferrer, Dr. Mark Hartley, Dr. Tenisha James, Ms. Ashlee Johnson, Ms. Ruth Leal, Mr. Dan Reade, Dr. Tim Russell, Mr. Alex Spencer, Ms. Leona Vassale, and Ms. Dana White

Evaluation of the Survey of Effectiveness:

The purpose of the Survey of Effectiveness (SOE) is to provide a mechanism by which members of the Institutional Effectiveness and Governance Council (IEGC) could self-evaluate the effectiveness of the council's planning and decision-making processes. In addition to one (1) open-ended question, the survey also requested feedback on each participant's level of agreement with thirteen (13) statements regarding the Council's effectiveness. The feedback was measured on a Likert Scale from the following options: Strongly Agree, Agree, Disagree, Strongly Disagree, and Does Not Apply.

The 2023 IEGC SOE received a total of seven (7) participants, all of whom responded to 100% (13/13) of the statement prompts. Additionally, there were two (2) responses to the open-ended question.

Results of the 2023 IEGC Survey of Effectiveness highlighted several areas of strength and opportunities for growth.

According to survey results, all (7) participants either strongly agreed or agreed that agendas and minutes were provided far enough in advance of meetings which indicate a strong agreement in this area. Additionally, the group also had strong agreement in several other areas in which all but one (1) of the seven (7) participants either strongly agreed or agreed that: agenda items were completed within the

meeting time, members were encouraged to be actively involved, discussions were collegial, differing opinions were respected, and that members regularly communicated with their constituent groups regarding key issues discussed and actions taken during meetings. Similarly, while all but one participant also strongly agreed or agreed that the purpose of the governance entity aligned well with the college mission, one participant did indicate that this statement did not does not apply to IEGC.

In the areas of least agreement, between two(2) to three (3) of the seven (7) participants either disagreed or strongly disagreed that: members were given adequate information to make informed recommendations or decisions, participation was meaningful and important, the charge was understood by members, members worked toward fulfilling the charge, the work of the Council made an impact on its assigned EMP Goals or KPIs, or that they were satisfied overall with the Council’s performance.

As a result, there is evidence to suggest that, while the daily operations of the group seem to be working efficiently, there is a need to clarify the Council’s role within governance and strategic process in order to facilitate mobility towards a well-defined charge in a way that is understood by all members.

Lastly, the opportunities for growth highlighted in the Likeart Scale results discussed above we found to be affirmed in the two open-ended question responses which asked for recommendations to help the committee function more effectively.

Survey Of Effectiveness Results:

| | STRONGLY AGREE | AGREE | DISAGREE | STRONGLY DISAGREE | DOES NOT APPLY | TOTAL |
|--|----------------|-------------|-------------|-------------------|----------------|-------|
| Agenda and minutes are provided far enough in advance of meetings | 71.43% 5 | 28.57% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| Agenda items are completed within the meeting time | 42.86% 3 | 42.86% 3 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Members are given adequate information to make informed recommendations or decisions | 14.29% 1 | 57.14% 4 | 14.29% 1 | 14.29% 1 | 0.00% 0 | 7 |
| All members are encouraged to be actively involved | 42.86% 3 | 42.86% 3 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Discussions are collegial | 14.29% 1 | 71.43% 5 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Differing opinions are respected | 14.29% 1 | 71.43% 5 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Participation is meaningful and important to me | 14.29% 1 | 42.86% 3 | 28.57% 2 | 0.00% 0 | 14.29% 1 | 7 |
| I regularly communicate with members of the constituent group I represent regarding key issues discussed and actions taken during meetings | 42.86% 3 | 42.86% 3 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| The charge is understood by the members | 0.00% 0 | 42.86% 3 | 28.57% 2 | 14.29% 1 | 14.29% 1 | 7 |
| Members work toward fulfilling the charge | 0.00% 0 | 57.14% 4 | 28.57% 2 | 14.29% 1 | 0.00% 0 | 7 |
| The work of this governance entity has made an impact on its assigned EMP Goals or KPIs | 14.29% 1 | 28.57% 2 | 28.57% 2 | 14.29% 1 | 14.29% 1 | 7 |
| The purpose of the governance entity aligns well with the college mission | 28.57% 2 | 42.86% 3 | 14.29% 1 | 0.00% 0 | 14.29% 1 | 7 |
| Overall I am satisfied with this governance entity's performance | 14.29% 1 | 42.86% 3 | 28.57% 2 | 0.00% 0 | 14.29% 1 | 7 |

SOE Open-Ended Question Responses:

“There needs to be increased clarity and understanding regarding the purpose of IEGC and how IEGC should function, including its authority. The council spends an obsessive amount of time on developing/revising small governance processes, to the exclusion of many of our other assigned EMP objectives. Even in the time spent on governance processes there is still confusion regarding the difference in authority/function of IEGC as compared to College Council. It seems there are current practices in place that are disconnected from the SPGM written policies. Additionally, there is confusion regarding the difference between strategic and operational. The point of this work is to ensure strategic priorities are aligned and reflected in our operational practices to better serve students. It would be useful to spend time onboarding council members regarding the council purpose and purview and expectations for serving on a leadership council. It would seem that many members do not feel they are able to make informed decisions on council items, nor understand what the impact of IEGC should be working to achieve.”

“I think a serious question should be had about whether this council continues to be necessary. I wish to be clear that I think the leadership of the council has worked hard to make members feel included and to create a sense of organization. My concern has nothing to do with the council's leadership or its members. However, in my admittedly relatively short time on the council, I have yet to see it take on a charge that is distinct to it. Instead, the council regularly seems to find itself stuck working on things that already have homes. Along these same lines, the tasks that the council is asked to do, such as resource request rankings, have also already been completed elsewhere and there is no indication that the council is particularly well situated to provide additional detail or improve upon previous efforts. I would very much like to see the council consider what its UNIQUE purpose is or potentially explore revising the SPGM with an eye towards a serious conversation about which governing bodies have actually proved necessary under our new governance system.”

EMP Goal Alignment and Objective Alignment:

- 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.
- 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

Self-Report on EMP Objective Progress:

| <u>Objective</u> | <u>Progress</u> |
|------------------|-----------------|
| Objective 4.1 | Unclear |
| Objective 4.2 | Unclear |
| Objective 5.4 | Unclear |
| Objective 6.2 | Unclear |
| Objective 6.7 | Unclear |
| Objective 8.1 | In-Progress |
| Objective 8.2 | In-Progress |
| Objective 8.3 | In-Progress |
| Objective 8.4 | In-Progress |
| Objective 9.2 | Not Started |
| Objective 9.4 | Not Started |
| Objective 10.13 | Unclear |

Progress made by IEGC and its Sub-Committees towards EMP Goals and Objectives indicated by: Complete, In-Progress, Not Started, Unclear

Self-Report on Appropriate Objective Assignment:

| <u>Objective</u> | <u>Appropriateness</u> |
|------------------|------------------------|
| Objective 4.1 | Unclear |
| Objective 4.2 | Unclear |
| Objective 5.4 | Unclear |
| Objective 6.2 | Unclear |
| Objective 6.7 | Unclear |
| Objective 8.1 | Appropriate |
| Objective 8.2 | Appropriate |
| Objective 8.3 | Appropriate |

| | |
|-----------------|-------------|
| Objective 8.4 | Appropriate |
| Objective 9.2 | Appropriate |
| Objective 9.4 | Appropriate |
| Objective 10.13 | Unclear |

Appropriateness of Objective Assignment with IEGC and its Sub-Committees is indicated by:
Appropriate, Inappropriate, Unclear

Assessment of Scope and 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 | 1. In-Progress |
| 2. Coordinate the review and evaluation of both the assessment and the program review plans, templates, and process | 2. In-Progress |
| 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 | 3. In-Progress |
| 4. Support advances to student communication systems/structures with an equity and guided pathways lens | 4. Not Started |
| 5. Support the use of data, research, and analysis to inform planning and the alignment of college strategic goals | 5. In-Progress |
| 6. Coordinate the review and evaluation of college planning structures, processes, and operations | 6. In-Progress |
| 7. Evaluate and communicate college performance related to student achievement; and recommend actions toward improvement | 7. In-Progress |
| 8. Establish and maintain a document control system that includes a repository, establishes responsibilities, and ensures accurate organizing, routing, and tracking of documents | 8. In-Progress |
| 9. 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. | 9. In-Progress |
| 10. 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 | 10. Not Started |

| | |
|---|------------------------|
| <p>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.</p> | |
| <p>11. The Institutional Effectiveness & Governance Council will conduct its evaluation of effectiveness and post an executive summary on the Council's website.</p> | <p>11. In-Progress</p> |

Progress made by IEGC and its Sub-Committees towards EMP Goals and Objectives indicated by: Complete, In-Progress, Not Started, Unclear



Charter for Strategic Planning and Governance IEGC Workgroup 2024-2025

This Charter is established between the Strategic Planning and Governance IEGC Workgroup and the Institutional Effectiveness and Governance Council to revise, update, and facilitate the writing and approval of the 2025-2030 Strategic Planning and Governance Manual, inclusive of the 5-year strategic plan during the period of January 2024 – June 2025

Purpose

The Strategic Planning and Governance IEGC Workgroup is comprised of constituency members from the IEGC and appointed members from CSEA and Academic Senate, including representation from administration, classified professional leads, and faculty leads. The workgroup is responsible for revising, updating, and writing the 2025-2030 Strategic Planning and Governance Manual (SPGM) in support of the Norco College 2030 Educational Master Plan.

Charge

The Strategic Planning and Governance IEGC Workgroup is charged with advancing progress in institutional effectiveness, planning, and governance that supports broad based employee engagement in college governance structures to support continuous improvement. The IEGC Workgroup members will collaborate with the administration, CSEA, CTA, Academic Senate, committees, and leadership councils to revise and update the Strategic Planning and Governance Manual in support of the 2030 Educational Master Plan.

The SPGM documents the college's effort in continuous improvement in mission, vision, and strategic goals through Strategic Directions 1, 2 and 3: Student Transformation, Regional Transformation, and College Transformation.

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.

- **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.

Charge

- **Objective 8.4** Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans.

The IEGC Workgroup is responsible for the revising, updating, writing, and obtaining approval of the 2025-2030 Strategic Plan and Governance Manual effective July 1, 2025.

Guiding Principles and Assumptions

The IEGC Workshop has established the following goals and principles to guide the revising and writing of the 2025-2030 Strategic Plan and Governance Manual:

Goals: Represent the desired revisions we wish to implement as we revise the SPGM. These goals are not meant to be exclusive, i.e. revisions that fall outside of these goals but still represent an overall improvement of the SPGM are welcome.

1. Establish clear and effective procedures for updating and revising the governance manual.
2. Generate clear and concise language in a format that is user-friendly and accessible.
3. Clarify decision-making procedures through clear and effective governance processes and definitions.
4. Improve our institutional effectiveness timeline to ensure continuous improvement.
5. Ensure strategic alignment with college, district, State Chancellor's Office, and ACCJC priorities that connects processes to equitable student outcomes.
6. Communicate broadly and specifically to ensure knowledge sharing.

The following principles represent the values we wish to implement.

1. Inquiry
2. Innovation
3. Collaboration
4. Transparency
5. Inclusivity
6. Equity

The following strategic plans represent key strategic alignment we wish to implement.

- RCCD Educational Master Plan
- Norco College 2030 Educational Master Plan
- ACCJC 2024 Standards
- CCCCCO Vision 2030
- Student Equity Plan 2022-2025
- Guided Pathways Workplan

Scope & Expected Deliverables

The IEGC Workgroup will present a first draft of the 2025-2030 Strategic Plan and Governance Manual in Fall 2024 for college-wide feedback, facilitate the approval of the plan in Spring 2025, and establish the 2025-2030 Plan effective July 1, 2025. The workgroup members will establish a structure and process for updating/re-writing in Spring 2024 and draft a first copy of the 2025-2030 SPGM in Summer 2024.

Membership

The Workgroup consists of key members from the Institutional Effectiveness and Governance Council, appointed members from respective representative bodies, or defined membership based on expertise, title, functional area of responsibility (i.e. accreditation). The workgroup reports to the IEGC, and thus all updates and action items will be communicated to the oversight body, IEGC, College Council, and Academic Senate. Membership includes the following individuals:

- Dr. Tenisha James (Chair), Administration/ALO
- Ashlee Johnson (Co-Chair), Faculty/Senate
- Leona Vassale (Co-Chair), Classified Professional/CSEA
- Dr. Hayley Ashby, Faculty/Senate/Accreditation
- Caitlin Busso, Classified Professional/CSEA/Institutional Research
- Dan Reade, Faculty/Senate
- Alex Spencer, Classified Professional/CSEA/Student Services

Meeting Time/Pattern

The Strategic Planning and Governance IEGC Workgroup will meet monthly on the 2nd Tuesday via zoom from 2:00pm-3:30pm. Contact the Chair/Co-Chairs for additional meeting details.

Roles of Chairs and Members

The Chair/Co-Chairs will communicate with IEGC to ensure continuity of dialogue between governance tiers, and as appropriate to College Council and Academic Senate. Chair/Co-Chairs are responsible for preparing agenda and facilitating meetings of the 2025-2030 Strategic Planning IEGC Workgroup 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 2025-2030 Strategic Planning IEGC Workgroup that can help to achieve the 2025-2030 Strategic Planning IEGC Workgroup charter deliverables, a fully vetted

Roles of Chairs and Members

and approved 2025-2030 SPGM that reflects the established goals and principles. Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with constituency peers with the intention of finding consensus on issues that come before the IEGC Workgroup.

The Chairs, Co-Chairs and Members of the 2025-2030 Strategic Planning IEGC Workgroup will develop a communication plan and strategies to ensure the implementation of our principles in inquiry, innovation, collaboration, transparency, inclusivity, and equity in shaping revisions to the SPGM. This includes, but is not limited to:

- Council and Committee Presentations
- Planning Retreats
- Working Retreats
- Town Halls
- Constituency Dialogue Sessions

Meeting Procedures and Expectations

The Chair(s), and members of this governance entity will adhere to meeting and governance best practices as follows given the operational tasks of the workgroup:

- Summary Notes will be provided in a timely manner to all members.
- Future meeting topics will be communicated in advance of all meetings.
- All members will have access to shared documents/folder.

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.



Planning and Development Program Review Resource Request Prioritization Process

1. Before beginning the initial ranking, each department manager and/or area lead will read the current Planning and Development Program Review to be well informed of EMP goal alignment, Data and Assessment review, etc. This information can be found on the Norco College Program Review Committee webpage:
<https://www.norcocollege.edu/committees/prc/Pages/administrative-unit-program-review.aspx>
2. Managers and/or Area Leads should meet with the department and unit members to review and discuss the resource requests for their areas (new and previously unfunded resource requests are brought forward). Managers will then rank each of their area's items in order of importance in program review.
3. All Managers/Area Leads will collaborate to discuss each Planning and Development item individually and create a sequential ranking of all resource requests in the division with no duplicate rankings.
- ~~3.4.~~ IEGC shall select and review the current strategic directions, budget priorities or other areas to be used in their evaluation of the sequential ranking from managers. Training/support on how to evaluate the Council Ranking Workbook will be provided to IEGC members.
- ~~4.5.~~ The sequential ranking of the Planning and Development resource requests will then be provided to the Norco College Institutional Effectiveness and Governance Council (IEGC) members and placed on the September agenda for review and discussion for a recommendation by the council.
 - Ranking managers may be invited to the meeting to answer any questions from council members as needed.
 - IEGC will discuss resource requests alignment with the strategic directions of the college, budget priorities, or other areas as agreed upon by IEGC for the funding year and attach written rationale that clarifies/confirms strategic alignment in regards to the ranking.
 - IEGC may deem it necessary to change the sequential ranking of resource requests, when this occurs the council will discuss the new ranking, provide written rationale for the change, and vote on the new rank and rationale.
- 5.6. IEGC recommendations for Planning and Development resource requests will then be sent forward to the College Council for consideration at their

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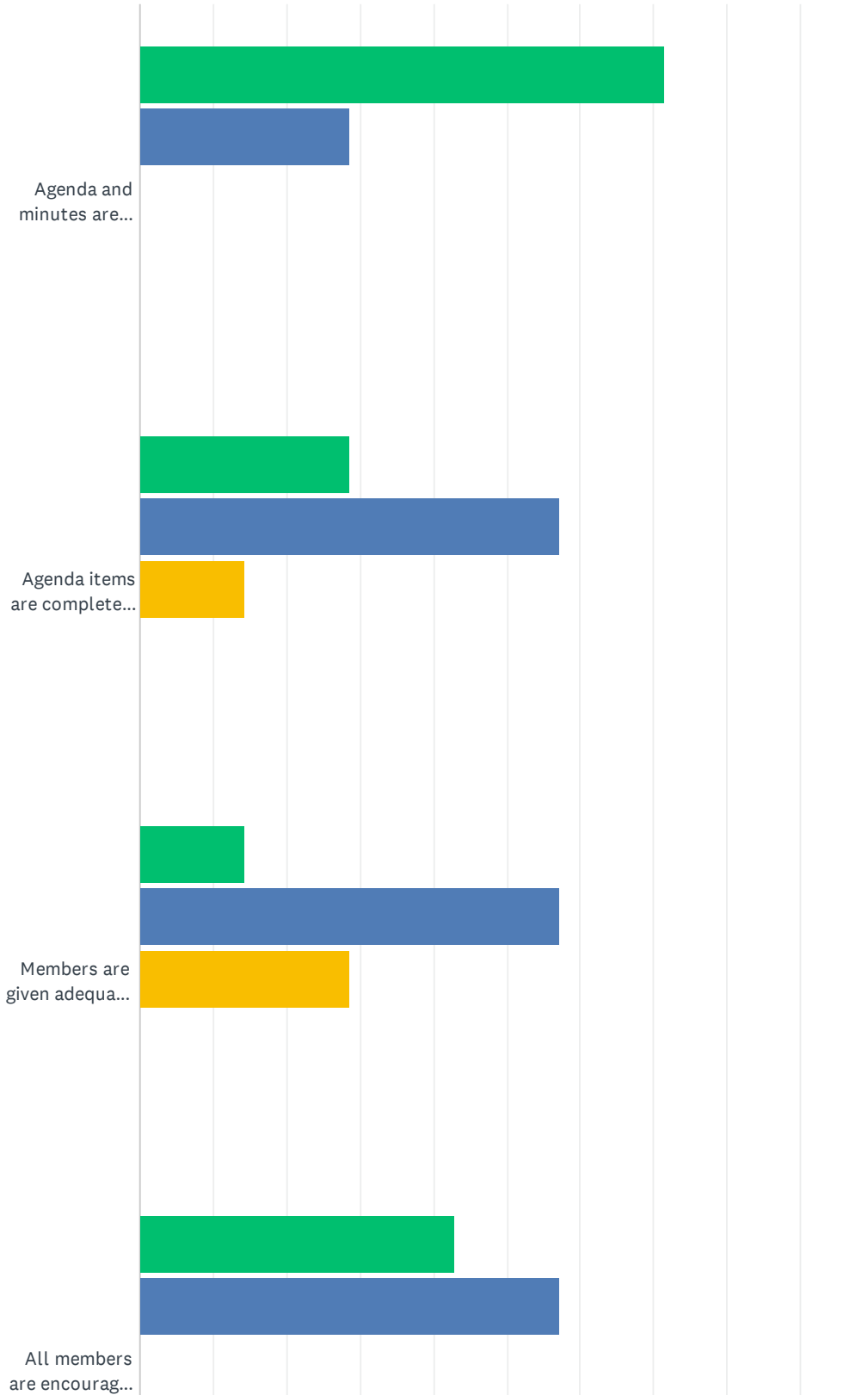
October meeting.

~~6.7.~~ The recommendations are then sent to the Executive Cabinet for funding consideration.

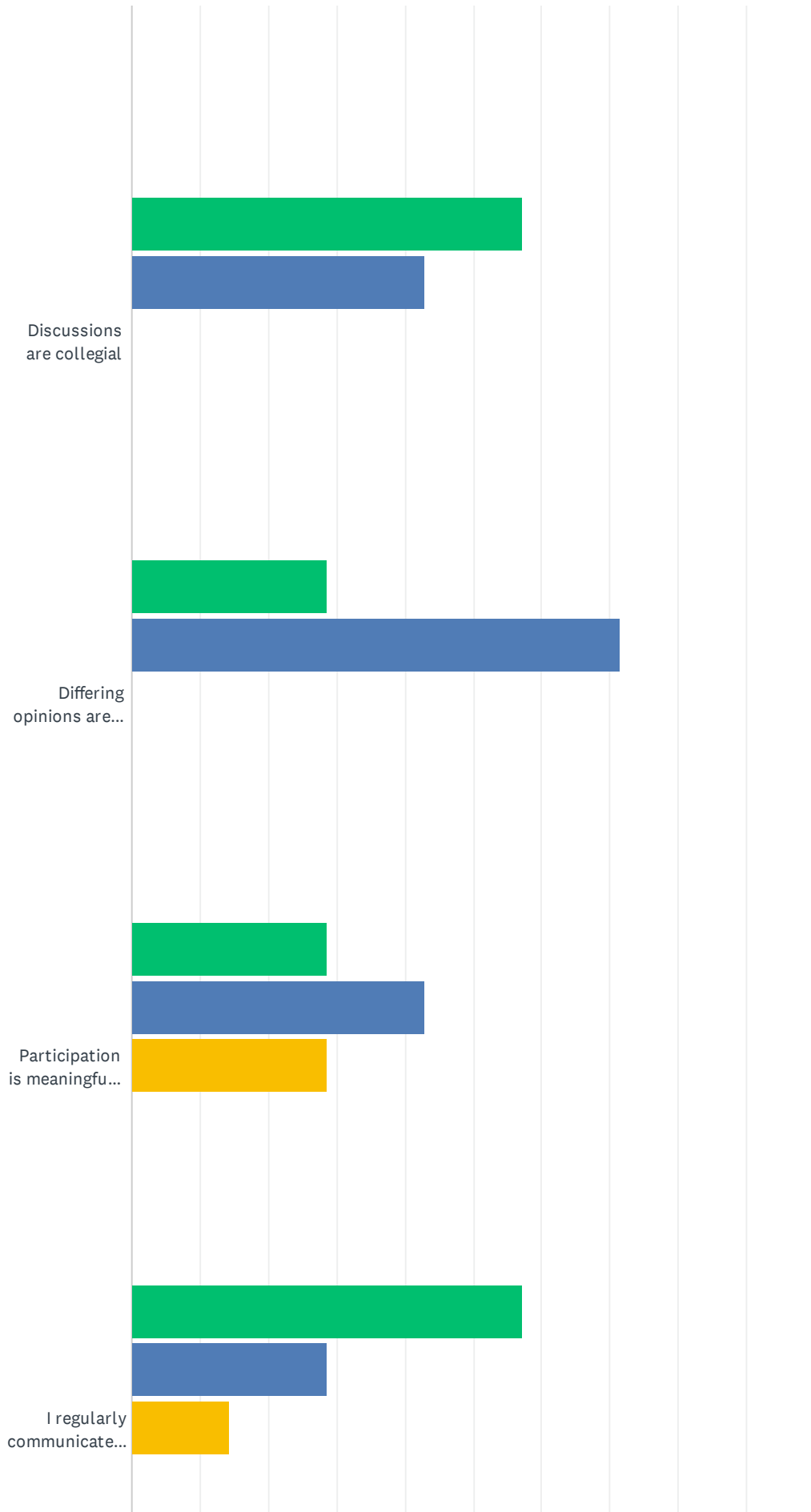
~~7.8.~~ Deviations by Executive Cabinet from the council rankings should be included in the College President Memorandum.

Q1 Please rate your level of agreement with the following statements for the governance entity selected above:

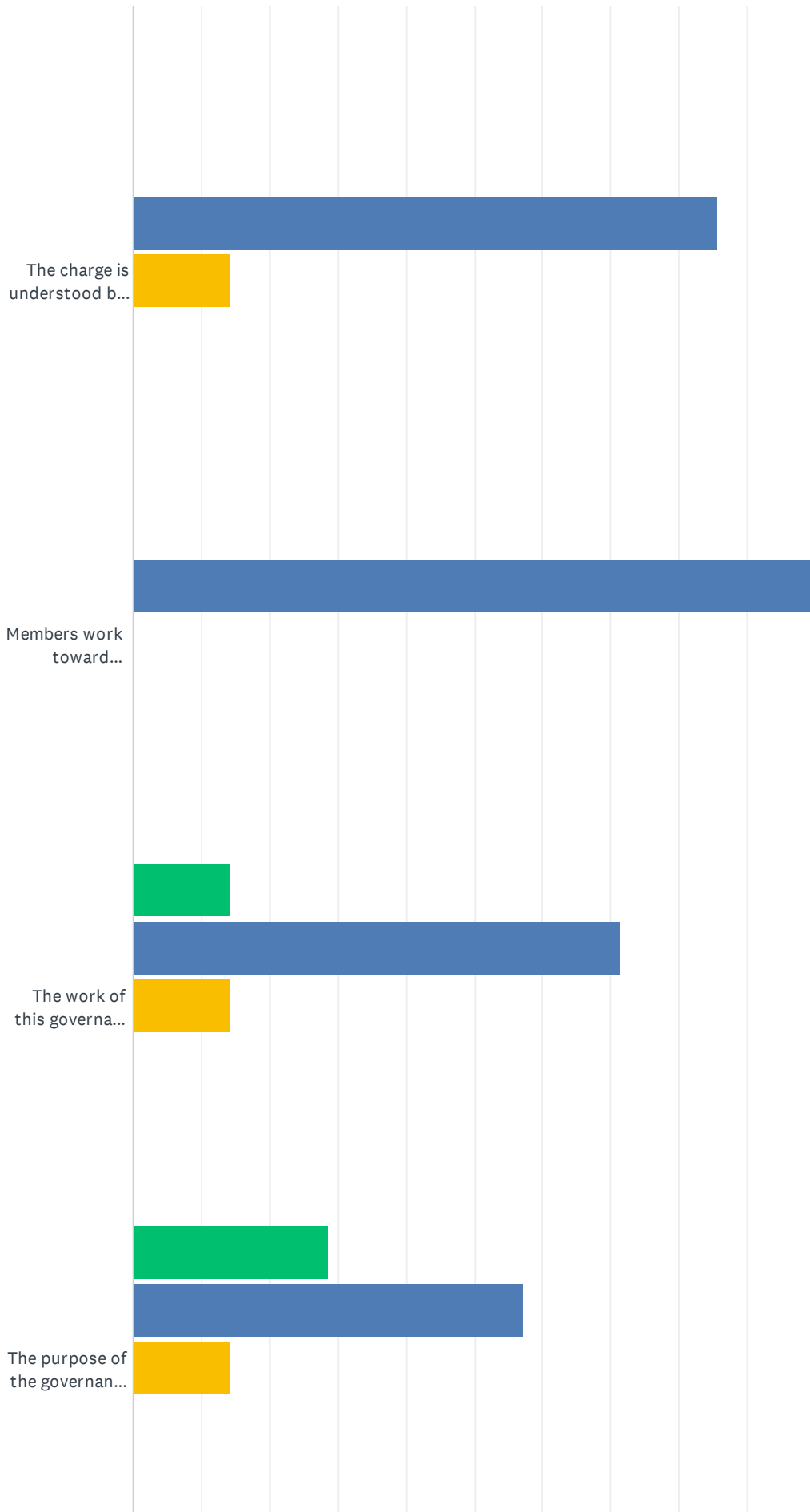
Answered: 7 Skipped: 0



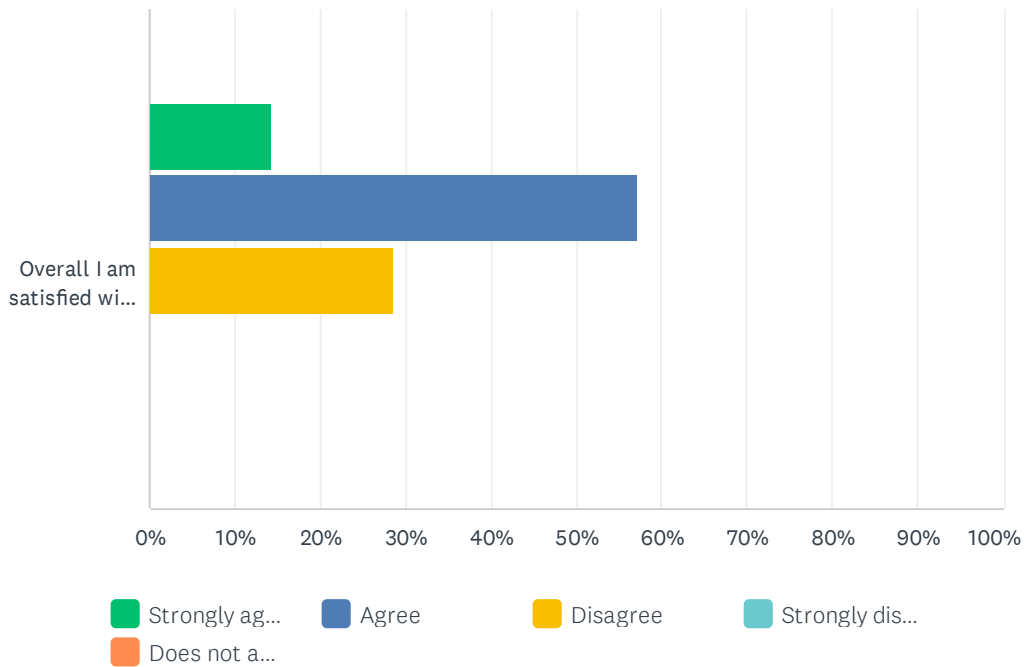
Institutional Effectiveness and Governance Council Survey of Effectiveness



Institutional Effectiveness and Governance Council Survey of Effectiveness



Institutional Effectiveness and Governance Council Survey of Effectiveness



| | STRONGLY AGREE | AGREE | DISAGREE | STRONGLY DISAGREE | DOES NOT APPLY | TOTAL |
|--|----------------|--------------|-------------|-------------------|----------------|-------|
| Agenda and minutes are provided far enough in advance of meetings | 71.43% 5 | 28.57% 2 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| Agenda items are completed within the meeting time | 28.57% 2 | 57.14% 4 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Members are given adequate information to make informed recommendations or decisions | 14.29% 1 | 57.14% 4 | 28.57% 2 | 0.00% 0 | 0.00% 0 | 7 |
| All members are encouraged to be actively involved | 42.86% 3 | 57.14% 4 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| Discussions are collegial | 57.14% 4 | 42.86% 3 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| Differing opinions are respected | 28.57% 2 | 71.43% 5 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| Participation is meaningful and important to me | 28.57% 2 | 42.86% 3 | 28.57% 2 | 0.00% 0 | 0.00% 0 | 7 |
| I regularly communicate with members of the constituent group I represent regarding key issues discussed and actions taken during meetings | 57.14% 4 | 28.57% 2 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| The charge is understood by the members | 0.00% 0 | 85.71% 6 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Members work toward fulfilling the charge | 0.00% 0 | 100.00% 7 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 7 |
| The work of this governance entity has made an impact on its assigned EMP Goals or KPIs | 14.29% 1 | 71.43% 5 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| The purpose of the governance entity aligns well with the college mission | 28.57% 2 | 57.14% 4 | 14.29% 1 | 0.00% 0 | 0.00% 0 | 7 |
| Overall I am satisfied with this governance entity's performance | 14.29% 1 | 57.14% 4 | 28.57% 2 | 0.00% 0 | 0.00% 0 | 7 |

Q2 Is there something that you would recommend to help the committee function more effectively?

Answered: 2 Skipped: 5

| # | RESPONSES | DATE |
|---|---|-------------------|
| 1 | Utilizing the council to proactively monitor our governance and decision-making process, including amendments, the survey/reports of effectiveness, council structure, etc. There needs to be a calendar that requires the council to regularly review and update the SPGM and provide recommendations to strengthen our governance, evaluation, and decision-making processes. This council should also help facilitate a level of training and support for governance and the strategic plan. | 3/25/2024 9:26 AM |
| 2 | A clearer charge is to me the primary factor that limits IEGC's effectiveness. In particular it would be helpful if the charge had a sense of significance or importance or value. Past meetings have seemed to bog down into either uncertainty as to our goals or into occasionally confrontational discussions over small items that seem within our remit but aren't necessarily worth the amount of frustration they inspire. I will say that as a committee, I think our collegiality and sense of wanting to do useful things has improved as of late. | 3/5/2024 2:06 PM |



Rationale Charter for Marketing Committee

Spring 2024

- The re-alignment of the Marketing Committee to the Resources Council is linear to the recent NC college re-organization/revised mission of the office of Planning & Development.
- Re-aligning the Marketing Committee to the Resources Council is linear to the District Marketing & Communication Committee structure.
- Re-aligning the Marketing Committee to the Resources Council is linear to the Strategic Planning structure of our sister colleges.