



Institutional Effectiveness & Governance Council

Agenda for September 24, 2026 | 12:50 pm to 1:50 pm | Location: IT*110

Join via [Zoom Link](#) | Meeting ID: 822 8636 4340 | Passcode: 610906

Council Members (total#13)

Ms. Charise Allingham, Dr. Hayley Ashby, Ms. Caitlin Busso, Mr. Eric Doucette, Dr. Deshonna Harsch, Dr. Greg Ferrer, Dr. Tenisha James, Ms. Daniela McCarson, Mr. Dan Reade, Dr. Tim Russell, Nahid Sarwary and Mr. Alex Zuniga (IEGC Classified Co-Chair – Vacant)

Quorum: # 7

Subject to Brown Act: No

1. Call to Order

2. Action Items

- 2.1 Approval of Agenda
- 2.2 Approval of May 28, 2026, Meeting Minutes
- 2.3 Planning & Development Resource Request Prioritization Ranking (First Read)

3. Discussion Items

- 3.1 IEGC Charter Review
- 3.2 Classified Professional Co-Chair
- 3.3 IEGC Strategic Goal & Accreditation Alignment
- 3.4 Professional Development Updates & Alignment

4. Information Items

- 4.1 2025-2030 Charter Template
- 4.2 All College Co-Chair Communication
- 4.3 Program Review Cycle Alignment with Strategic Planning
- 4.4 Governance Evaluation Procedure and Timeline

5. Good of the Order

6. Future Agenda Topics

7. Adjournment

Next Meeting: October 22, 2026, **Time:** 12:50pm to 1:50pm, **Location:** IT*110

Fall 2026 IEGC Schedule		
Meeting Date	Time	Agenda Item Request Deadline
September 24, 2026	12:50–1:50 PM	September 17, 2026 (5 PM)
October 22, 2026	12:50–1:50 PM	October 15, 2026 (5 PM)
November 19, 2026 (Move up one week-Thanksgiving Holiday)	12:50–1:50 PM	November 12, 2026, 2026 (5 PM)
No December Meetings Due to Holiday & Finals Week		

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.



Institutional Effectiveness & Governance Council

Meeting Minutes for May 28, 2026 | 12:50 pm to 1:50 pm | Location: IT*211

Join via [Zoom Link](#) | Meeting ID: 841 3903 6382 | Passcode: 046624

Council Members (total#13)

Ms. Charise Allingham, Mr. Zander Allport, Dr. Hayley Ashby, Ms. Hannah Brough, Ms. Caitlin Busso, Dr. Deshonna Harsch, Dr. Greg Ferrer, Mr. Dan Reade, Dr. Tim Russell, and Mr. Alex Zuniga

Council Members Not Present:

Dr. Tenisha James, Ms. Daniela McCarson, Mr. Alex Spencer and Mr. Alex Zuniga

Guest(s): Mr. Eric Doucette, Mr. Bobby Nawabi

Recorder: Desiree Wagner

Quorum: # 7

Subject to Brown Act: No

1. Call to Order: The meeting was called to order by Co-Chair Dr. Deshonna Harsch at 12:53 PM.

2. Action Items

2.1 Approval of Agenda

- MSC (Motion- Dr. Tim Russell /Second- Ms. Charise Allingham)
- The Council reviewed and approved the May 28, 2026, agenda.
- Approved by consensus.

2.2 Approval of April 23, 2026, Meeting Minutes

- MSC (Motion- Dr. Hayley Ashby /Second- Mr. Dan Reade)
- The Council reviewed and approved the April 23, 2026, meeting minutes.
- Approved with one abstention (Dan Reade).

2.3 2025–2030 IEGC Charter

- MSC (Motion- Mr. Dan Reade /Second- Dr. Tim Russell)
- The Council conducted the second reading of the proposed 2025–2030 IEGC Charter following revisions made in response to feedback received during the first reading.
- Revisions included updates to membership composition, reporting requirements, and representation across constituency groups.
- Members discussed the importance of maintaining broad representation and ensuring alignment with institutional governance structures and ACCJC Standards I.4 and IV.3.
- Following discussion, the Council approved the charter for the 2025–2030 cycle.
- Approved by consensus.

2.4 Institution Set Standards (ISS) Methodology

- A verbal report was presented regarding the proposed Institution Set Standards methodology for the 2025–2030 planning cycle.
- The Office of Institutional Effectiveness recommended maintaining the same methodology utilized since 2019 to ensure consistency in longitudinal analysis and strategic planning.
- The methodology establishes floor standards using one-half of the standard deviation below the five-year mean, aligning with institutional and statewide practices.
- Members discussed the benefits of maintaining a stable methodology while continuing to monitor outcomes and equity impacts.
- The Council supported the recommendation to maintain the existing ISS methodology. First read of the proposed 5-year charter.
- Approved by consensus.

3. Discussion Items

No discussion items were presented.

4. Information Items

No discussion items were presented.

5. Good of the Order

5.1 Professional Development Leadership Vacancy Reports

- The Council discussed the vacant Faculty Professional Development Committee (FPDC) Chair position following an election cycle in which no candidates emerged.
- Members noted this was the first instance in recent memory where the FPDC Chair position remained unfilled after the conclusion of a term.
- The vacancy presents challenges for planning and coordinating major professional development activities, including Fall Flex.
- Discussion highlighted that similar challenges are occurring across the district, including at neighboring colleges.
- Members emphasized the need for administrative support, reassigned time, and additional resources to sustain professional development efforts.

5.2 Assessment Coordinator Update

- The Council welcomed Eric Doucette as the college's new Assessment Coordinator.
- Members expressed appreciation for his willingness to serve in this role and looked forward to future collaboration regarding assessment and institutional effectiveness initiatives.
- Members discussed the importance of proactively addressing the FPDC Chair vacancy and ensuring continuity of professional development planning.
- The Council emphasized that future leadership transitions should include information regarding professional development responsibilities and timelines.

6. Future Agenda Topics

6.1 Professional Development Alignment

- The Council agreed to continue discussions in Fall 2026 regarding:
 - Alignment of professional development efforts across FPDC, TLC, NTI, and other campus initiatives.
 - Governance structures supporting professional development.
 - Resource needs and administrative support for professional development leadership.

Action Items	Responsible Party	Timeline
Inform VP James regarding the vacant FPDC Chair position and resource needs.	Desiree Wagner	As soon as possible
Send communication highlighting the FPDC vacancy and need for reassigned time/support.	Zander Allport	As soon as possible
Elevate FPDC support needs to administration, including President Green.	IEGC Leadership	Ongoing
Include FPDC vacancy information and Fall Flex responsibilities in transition planning materials.	Transition Team/Leadership	Prior to Fall 2026
Explore administrative support and governance solutions for professional development efforts.	IEGC & Administration	Fall 2026

7. Adjournment: 1:12pm

Next Meeting: Fall 2026, **Time:** 12:50pm to 1:50pm, **Location:** TBD

Spring 2026 IEGC Schedule		
Meeting Date	Time	Agenda Item Request Deadline
March 26, 2026	12:50–1:50 PM	March 19, 2026 (5 PM)
April 23, 2026	12:50–1:50 PM	April 16, 2026 (5 PM)
May 28, 2026	12:50–1:50 PM	May 21, 2026 (5 PM)

IEGC Purpose

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Planning & Development Division
Resource Request Prioritization
Fall 2026

Ranking - Item:

1. EOPS Computers \$4,000

Ranking - Budget:

1. Equity Pathways Programming/Conference \$25,000
2. Program Review \$5,000 (In Progress)
3. Norco Teaching Institute \$30,000 (In Progress)

Ranking - Staff:

1. FT Research Analyst (Office of Institutional Effectiveness)

Rationale: A second Research Analyst will expand the Office of Institutional Effectiveness' capacity to provide timely, actionable data and analysis that support collegewide planning, assessment, and data-informed decision-making. This position will strengthen the College's ability to monitor progress toward Strategic Plan goals and KPIs related to access, equity, student success, and institutional effectiveness; respond to growing data and evaluation needs associated with equity-focused programs and emerging reporting requirements, including AANHPI initiatives; and increase capacity for program evaluation and assessment. The additional position will also support the development and implementation of a comprehensive data governance framework to improve data quality, consistency, access, and shared institutional practices. Together, these functions will strengthen the College's capacity to use evidence to evaluate effectiveness, identify equity gaps, guide continuous improvement, and inform strategic resource allocation.



Council & Committee Charter (2025-2030)

Name of Council/ Committee: Institutional Effectiveness & Governance Council

Description (25-50 words):	The Institutional Effectiveness and Governance Council monitors institutional progress towards strategic goals and objectives; supports academic quality and integrity, ensures institutional effectiveness, and coordinates governance and procedures.
Brown Act (Yes or No):	No
Meeting Schedule:	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.
Chair(s):	Dr. Tenisha James, Dr. Deshonna Harsh, (vacant)
Committee Membership:	1. Vice President Planning & Development, Co-Chair – Administrator 2. Administrator with oversight of Institutional Effectiveness– Administrator 3. One at-large administrator (Categorical or Special Funded Programs) – Administrator 4. One at-large administrator (DEIA or Equity, Inclusion, and Engagement) – Administrator 5. Academic Senate Vice President – Faculty 6. Assessment Committee faculty co-chair – Faculty 7. Program Review Committee faculty co-chair – Faculty 8. Faculty Professional Development (FPDC, TLC, or NTI) co-chair – Faculty 9. Representative with knowledge/experience in equity/special programs – Classified Professional 10. Representative with knowledge/experience in the area of professional development – Classified Professional 11. Representative with knowledge/experience in the area of institutional effectiveness and research – Classified Professional 12. Representative with knowledge/experience in the area of governance/strategic planning– Classified Professional 13. ASNC Representative – Student • ASNC alternative (non-voting) – Student
Reports and Recommends to:	The IEGC makes recommendations to the College Council and the Vice President of Planning & Development.
Required Reports and Updates:	1) SPGM Updates & Revisions, including IEG Procedures 2) Comprehensive Professional Development Update or Report 3) Institution Set Standards/ Accreditation 4) Governance Training, Coaching, and Support 5) Annual Prioritization 6) FPDC, NAC, Program Review Reports
Key Performance Indicators/Goals:	(6) Effectiveness, Planning and Governance

ACCJC Accreditation Standard(s):	1.4 & 4.3
Equity Focus:	Equitable outcomes in student success as measured by Key Performance Indicators
Edition Date:	May 28, 2026
Link to council/committee site with Membership Roster: www.norccollege.edu/	

ACCJC Accreditation Standard	Goal/Objective	Example Task
1.4 4.3	(6) Effectiveness, Planning and Governance	Review, evaluate, and provide recommendations on processes and procedures of institutional effectiveness (i.e., program review, assessment, institution-set standards, etc.) and governance structure and procedures (i.e., decision-making and participation).

Planning & Development	Goal 3: Equity Goal 4: Professional Development Goal 6: Effectiveness Goal 8: Resources	3.1 Eliminate equity gaps for Black/African American students 3.2 Eliminate equity gaps for Hispanic/Latinx students 4.1 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities 6.1 Establish meaningful and ambitious goals in support of the college mission to ensure quality, continuous improvement, and innovation through the review and assessment of disaggregated data related to equitable student achievement 6.2 Engage in clear and effective governance practices that provide opportunities for meaningful participation and inclusion of relevant constituencies to inform institutional decision-making 8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement
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STRATEGIC GOAL & ACCREDITATION ALIGNMENT

Institutional Effectiveness and Governance Council

Aligned Division: Planning & Development | Planning Framework: 2030 SPM Division Goal Alignment

STRATEGIC GOAL ALIGNMENT

3.1	Goal 3: Equity Eliminate equity gaps for Black/African American students
3.2	Goal 3: Equity Eliminate equity gaps for Hispanic/Latinx students
4.1	Goal 4: Professional Development Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities
6.1	Goal 6: Effectiveness Establish meaningful and ambitious goals in support of the college mission to ensure quality, continuous improvement, and innovation through the review and assessment of disaggregated data related to equitable student achievement
6.2	Goal 6: Effectiveness Engage in clear and effective governance practices that provide opportunities for meaningful participation and inclusion of relevant constituencies to inform institutional decision-making
8.2	Goal 8: Resources Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement

ACCREDITATION STANDARD ALIGNMENT

1.2	The institution establishes meaningful and ambitious goals for institutional improvement, innovation, and successful outcomes for all students.
1.4	The institution's mission directs resource allocation, innovation, and continuous quality improvement through ongoing systematic planning and evaluation of programs and services.
3.2	The institution supports its employees with professional learning opportunities aligned with the mission and institutional goals. These opportunities are regularly evaluated for overall effectiveness in promoting success for all students and in meeting institutional and employee needs.
4.2	Roles, responsibilities, and authority for decision-making are clearly defined and communicated throughout the institution. The institution's structure for decision-making provides opportunities for stakeholder participation and ensures the consideration of relevant perspectives.
4.3	The institution's decision-making structures are used consistently and effectively. Institutional decision-making practices support a climate of collaboration and innovation that advances the mission and promotes successful outcomes for all students.

Meeting Use: Use this one-page reference to connect council work, planning conversations, and evidence of continuous improvement to the College's strategic goals and assigned ACCJC accreditation standards.

Source: 2030 SPM Division Goal Alignment (provided PDF) and Council Accreditation Assignments.



Council & Committee Charter (2025-2030)

Name of Council/ Committee:

Description (25-50 words):	
Brown Act (Yes or No):	
Meeting Schedule:	
Chair(s):	
Committee Membership:	
Reports and Recommends to:	
Required Reports and Updates:	
Key Performance Indicators/Goals:	
ACCJC Accreditation Standard(s):	
Equity Focus:	
Edition Date:	
Link to council/committee site with Membership Roster: www.norcollege.edu/	

From: [James, Tenisha](#)
To: [Allingham, Charise](#); [Harsch, Deshonna](#); [Harris, Vivian](#); [Parada, Nelya](#); [Lee, Virgil](#); [Mejia, April](#); [Figueroa, Claudia](#); [Ballard, Nikki](#); [Hodawanus, Tricia](#); [Ramirez, Cecilia](#); [Collins, Michael](#); [Tarrant, Kaneesha](#); [Parks, Jason](#); [Wagner, Desiree](#)
Subject: All-Council Monthly Update | September 2026
Date: Wednesday, September 16, 2026 8:00:21 AM
Attachments: [Norco College Governance Orientation & Training Retreat.pptx](#)
[2025-2030chartertemplate.pdf](#)
[College Council- Council Accreditation & Strategic Alignment.docx](#)
[Academic Council- Council Accreditation & Strategic Alignment.docx](#)
[Institutional Effectiveness and Governance Council- Council Accreditation & Strategic Alignment.docx](#)
[Resources Council- Council Accreditation & Strategic Alignment.docx](#)
[Student Support Council- Council Accreditation & Strategic Alignment.docx](#)
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NORCO COLLEGE

All-Council Monthly Update

September 2026 | Council Co-Chairs

Greetings Council Co-Chairs,

Welcome to the first All-Council Monthly Update for the 2026–2027 academic year. This monthly communication is designed to provide timely reminders, governance guidance, resources, and information to support consistent and effective council and committee practices across Norco College.

As we begin the new academic year, this month's focus is on charters, meeting practices, website maintenance, and distinguishing strategic governance from operational implementation.

SEPTEMBER COUNCIL FOCUS

REVIEW YOUR CHARTER

- Review assigned goals and accreditation standards.
- Review current committee membership.
- Communicate the new charter template and instructions to committees under your council's oversight, as appropriate.
- Please see the [Governance Resource Webpage](#) for templates and resources.

AGENDA ITEMS

- Action Item (First Read): Resource Request Prioritization Ranking

MEETING AGENDA GUIDELINES | GOVERNANCE MANUAL, P. 36

Agendas should be publicly published at least three days, including weekends, prior to a meeting.

- Publish as widely as practical; generally distribute via email to the College as a whole.
- Agendas may be modified before approval, except for Action Items.
- Minimize last-minute changes to support transparency.

INCLUDE: Council/group name • Date • Time • Expected duration • Physical/virtual location • Quorum requirement

MEETING MINUTES GUIDELINES | GOVERNANCE MANUAL, P. 37

Minutes should represent a full meeting record while remaining brief and accessible.

FULL RECORD: Decisions, deliberation surrounding decisions, and summaries of information/discussion items.

BRIEF YET ACCESSIBLE: Enough context for someone who was not present to understand key discussions, decisions, and outcomes.

WHY IT MATTERS: Strong minutes support communication, transparency, accreditation, and governance evidence.

WEBSITE GUIDELINES | GOVERNANCE MANUAL, P. 39

Assign a person or team to maintain the council/committee webpage.

BEGINNING OF SEMESTER: Review membership, meeting information, links, guides, and resources.

MONTHLY: Confirm agendas, supporting documentation, and minutes are uploaded and accessible.

END OF TERM: Review completeness/functionality and coordinate with IT as needed.

ACCREDITATION & INSTITUTIONAL EFFECTIVENESS

Council work provides important evidence of shared governance, institutional planning, decision-making, and continuous improvement. Consider connections to Norco College goals and priorities, assigned accreditation standards, strategic planning, student success and equity, institutional effectiveness, and participatory governance.

STRATEGIC — GOVERNANCE ROLE

ACTION: Direction, priorities, policies, frameworks.

DISCUSSION: Implications, risks, data trends, equity impacts.

INFORMATION: Goals, KPIs, accreditation, institutional priorities.

OPERATIONAL — IMPLEMENTATION ROLE

ACTION: Procedures, workflows, assignments, timelines.

DISCUSSION: Processes, logistics, implementation challenges.

INFORMATION: Implementation updates, timelines, procedures.

THE GOVERNANCE CHECK: Are we deciding WHAT/WHY — or HOW/WHO/WHEN?

Thank you for your continued leadership and for helping strengthen a consistent, transparent, and collaborative governance process across Norco College.

Warmly,

Tenisha James, Ed.D.

Vice President, Planning & Development
Norco College

ALL-COUNCIL MONTHLY UPDATE

Supporting effective, transparent, and collaborative governance at Norco

College

Office of the Vice President, Planning & Development

Aligning Program Review with the Strategic Planning Cycle

Proposal to Shift From a Three-Year to
a Five-Year Program Review Cycle

*Program Review Committee
September 24, 2026*

NORCO
COLLEGE

Why Change the Program Review Cycle?

CURRENT STATE

- Three-Year Cycle: Full Program Review followed by two years of optional Annual Updates.

THE MISALIGNMENT

- The Strategic Plan operates on a five-year cycle. Program Review can begin under one set of goals and KPIs and continue after new ones are adopted.
- The current Program Review Cycle ends in Year 2 of the new Strategic Plan, leaving Years 3–5 without a full Program Review informed by the new plan. Progress on program goals is not updated.

WHY IT MATTERS

- Better alignment keeps program goals, assessment, planning, and resource prioritization moving toward current institutional priorities.

Proposal: Five-Year Program Review Cycle

01

FIVE-YEAR CYCLE

Starting in 2026-2027, move the full Program Review from a 3-year to a 5-year cycle.

02

ONE-YEAR OFFSET

Begin the cycle one year after a new Strategic Plan starts, when new objectives and KPIs are available.

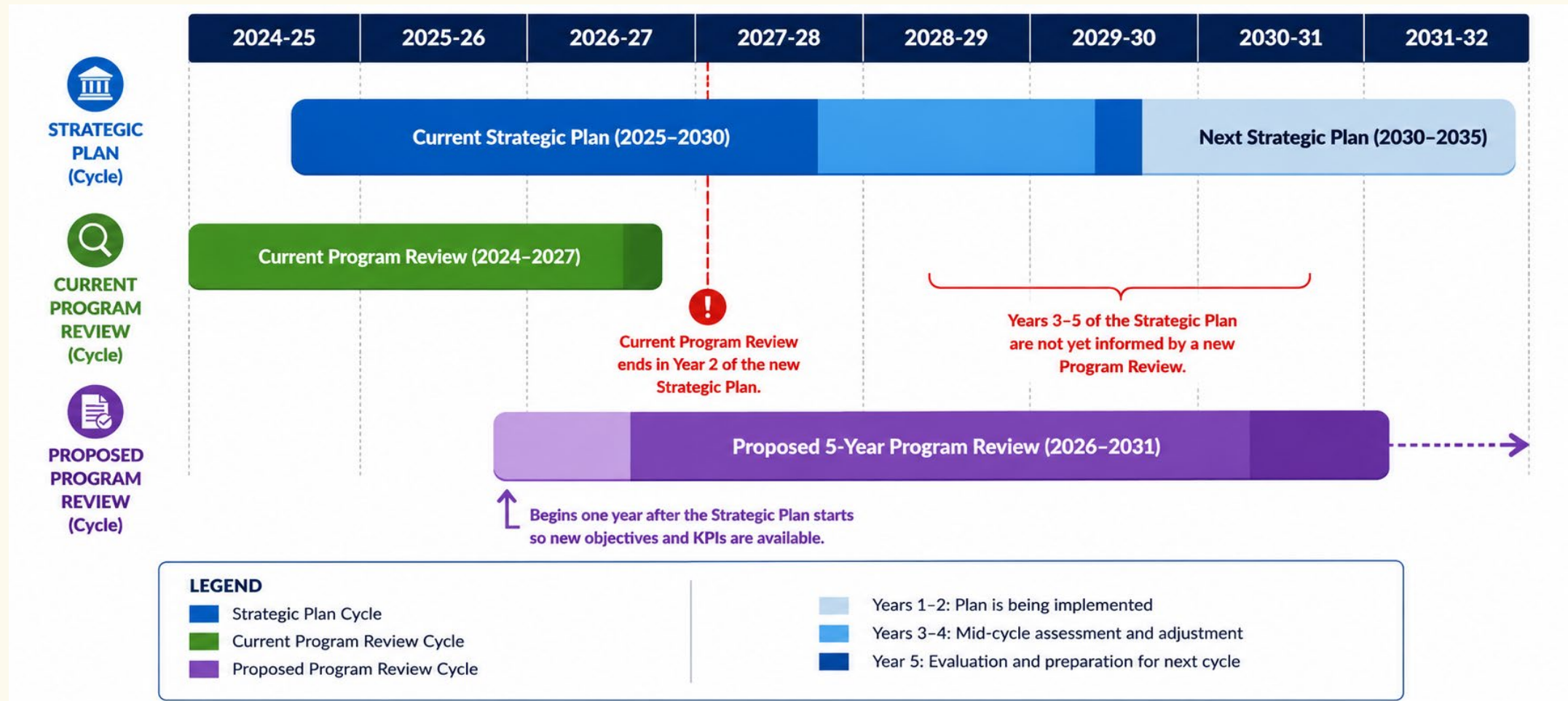
03

REQUIRED ANNUAL UPDATES

Require a streamlined checklist update each year between full Program Reviews.

Approved by the Program Review Committee on 5/28/26

How the Cycles Align



Efforts to Strengthen Program Review



FULL PROGRAM REVIEW

Improvements through a full evaluation

- Program Review Committee evaluated all sections in Nuventive in Spring 2026
- Focus on streamlining, providing more guidance, and embedding equity throughout
- Once implemented, improvements will result in a more effective tool for continuous improvement, planning, and decision-making

ANNUAL PROGRAM REVIEW

Improvement through checklists

- Developed Annual Update checklists for all areas to guide a consistent review
- Focus on reviewing key areas and updating only what needs attention
- Will result in more thorough, aligned, and current annual reviews while remaining efficient and manageable

Annual Update Checklist Example

Instructional Annual Update Checklist

- ☐ Data Review:
 - Note any significant change in success, retention, completion rates, Program completion, and enrollment, if any.
- ☐ Goal Updates:
 - Address any updates to Program Goals.
 - This includes closing goals, or creating new goals (as necessary)
- ☐ Curriculum Check:
 - Check to see that all courses have been updated within the last four years.
 - If any are out of date, discuss the timeline to update curriculum that is outside of the four years.
- ☐ Assessment Check:
 - Make any relevant updates, new observations, or “close the loop” to program Assessments (These updates can be made within the Assessment portion of the Nuventive Platform).
- ☐ Make any updates to the Credit for Prior Learning (CPL) section
 - Add details for CPL section
- ☐ Complete resource requests
 - Enter new resource requests for this Program Review cycle.
- ☐ Complete New Faculty resource request, if applicable

Checklists are customized for:

- Instruction
- Student Services
- Administrative Areas
- Checklists will be aligned with the updated Program Review template prior to the first Annual Update in 2027-2028.

Changes in Practice and Next Steps

ASSESSMENT ALIGNMENT

The Assessment Committee supports aligning assessment with the Strategic Plan by coordinating the assessment and Program Review cycles – moving the current six-year assessment cycle to five years if Program Review moves to a five-year cycle. *Approved 9/16/26*

IMPLEMENTATION SUPPORT

A program review campaign will support the transition. Training will include independent self-paced materials and interactive, live sessions, such as workshops, virtual sessions/drop-ins, How-To videos, and resource lists.

GOVERNANCE + APPROVAL

Continue the campus dialogue by sharing the proposal college-wide and seeking approval from Academic Senate to change the cycle prior to implementation.

The proposed change process has been designed to be transparent, inclusive, and intentional, with consideration for alignment, implementation, and support.

Questions?

Program Review Faculty Co-Chair - **Tim Russell**

Program Review Administrative Co-Chair – **Hayley Ashby**

Program Review Coordination and Nuventive Support – **Charise Allingham**

Program Review Discipline/Area Support – **Program Review Committee Representative**

Program Review Proposal: Shifting Program Review to a Five-Year Cycle

Overview:

Currently, the Program Review Cycle at Norco College is three years, where all programs conduct a comprehensive program review, and for the following two years submit Annual Updates to the Program Review as needed. The Annual Updates are optional and provide units with the opportunity to update any portion of their Program Review, especially resource requests during the 3-year cycle.

The Issue:

The current three-year Program Review Cycle does not align with Norco College's five-year Strategic Plan. As it functions now, it is not unusual to start a Program Review Cycle writing program goals to one set of strategic goals, Educational Master Plan (EMP) Goals, or Key Performance Indicators (KPIs) only to have a new Strategic Plan enacted with new goals and KPIs established mid-Program Review cycle. To achieve maximum institutional coherence, program goals should align with college goals. The current misalignment means that we are not moving collectively in the same direction at the same time, which hampers continuous improvement.

Proposal:

More closely align the Program Review Cycle with the Strategic Plan Cycle by moving to a five-year Program Review Cycle that starts one year following the approval of the current strategic plan. For example, Norco College's new Strategic Plan was approved in the 2025-2026 academic year, and it is proposed to begin the new 5-year Program Review Cycle in the 2026-2027 academic year with a full Program Review that speaks to the newest Strategic Plan.

If a 5-year cycle is adopted, then annual updates would be required for all programs, because a 5-year gap between Program Reviews would be too long to go without units reviewing their programs. To streamline the process, the Program Review Committee recommends using the checklist model piloted in 2025-2026 to identify the sections to review and update. The checklist requests units review their program data and goals, assessment data, curriculum, and resources requests and update them as needed. The Annual Update process will be flexible and manageable because the amount of work involved will be determined by the updates needed for the program at that time. This shift to a five-year cycle will affect all programs at Norco College, Instructional, Student Services, and Administration, with Annual Update checklists tailored for each of those program types.

Impact of the recommended change to the Program Review cycle:

Currently, the assessment cycle for Norco College is six years. The decision to move to a six-year cycle was intentionally done years ago to better align with the three-year Program Review cycle. This meant that two Program Review cycles would take place within the six-year assessment cycle. If Program Review shifts to a five-year cycle, it means that Assessment would need to adjust to best align with the Program Review and the Strategic Plan cycles. The Assessment Coordinator attends the Program Review Committee meetings and has already been brought into this discussion. The Assessment Committee approved the change to cycle at the September 15, 2026 meeting.

We also understood that any shift to 5-year cycle, with required Annual Updates, will necessitate an information campaign and training. Norco College constituents will need to be informed of the impending shift, and the Program Review Committee will need to present and explain where to find Annual Update checklists and how to use them. Methods of training may include, but are not limited to, Flex Day presentations, scheduled Zoom/virtual trainings, Zoom/virtual drop-in hours, scheduled Program Review camps, videos imbedded into each section of the Program Review platform on Nuventive, and lists of best practices for each section.

Conclusion:

The Program Review Committee is seeking approval to align Program Review with the Strategic Plan by moving to a five-year cycle starting in the 2026-2027 academic year. The Program Review Committee has been discussing this change to the cycle since May 23, 2024 and committee members have been asked to share feedback from their schools through a standing item on the agenda. Notably, there was little pushback from the schools. The Program Review Committee approved the proposed change to the Program Review Cycle on May 28, 2026.



NORCO
COLLEGE

01

GOVERNANCE EVALUATION PROCEDURE & TIMELINE

FALL 2026 – SPRING 2027

Why Governance Evaluation?

02

The survey is the starting point not the end point.

The SPGM establishes a consistent self-evaluation and continuous improvement process for all governance entities.

REFLECT

Assess function, purpose, participation, and impact.

ALIGN

Strengthen alignment with the mission, strategic priorities, and institutional procedures.

IMPROVE

Turn feedback into documented improvements, charter revisions, and action.

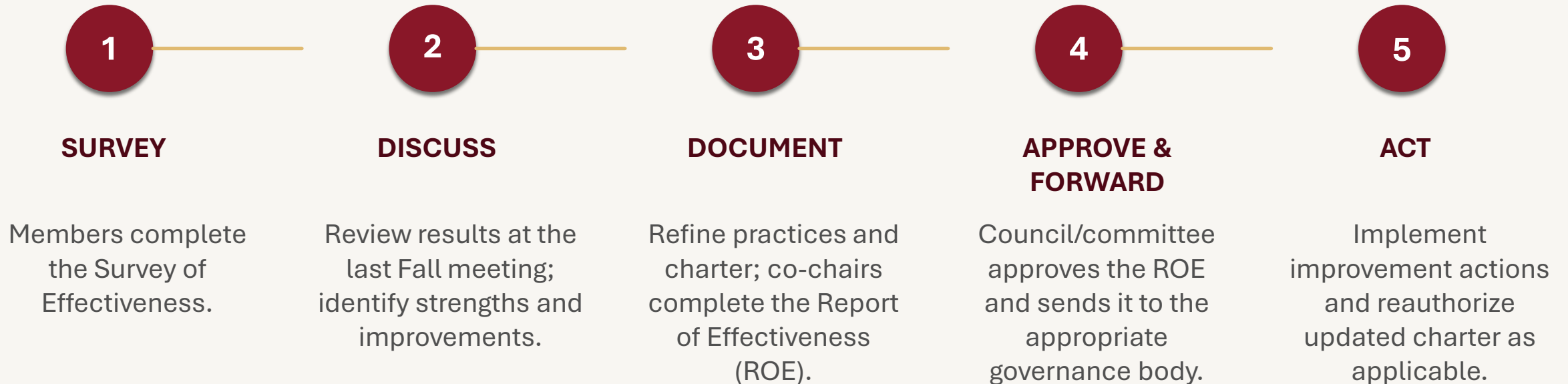
ACCJC Alignment

Standards 4.2–4.3 emphasize clear roles, meaningful stakeholder participation, consideration of relevant perspectives, and decision-making structures that are used consistently and effectively.

The Evaluation Procedure

03

A cycle that moves from feedback to action.



Fall 2026 – Spring 2027 Timeline

Key milestones for councils, committees, and co-chairs.

OCTOBER 12, 2026

Survey launch

Co-chairs receive the custom survey link, results link, and survey instructions.

LAST FALL 2026 MEETING

Discuss results

Council/Committee reviews survey findings, charter alignment, and recommended improvements.

FIRST SPRING 2027 MEETING

Approve ROE

Approve the Report of Effectiveness and forward it to the appropriate governance body.

NOVEMBER 1, 2026

Report of Effectiveness Form

Revised Report of Effectiveness form sent to co-chairs.

END OF FALL 2026

Complete the ROE

Co-Chairs complete the Report of Effectiveness shortly after the last council/committee meeting of the Fall 2026 Semester.

FALL 2026

SPRING 2027

What Improved in the Survey?

The revision shifts the survey from meeting satisfaction to governance effectiveness.

BEFORE

- Emphasis on meeting logistics and general satisfaction
- Some overlap among participation/collegiality items
- Limited assessment of decision-making, transparency, or follow-through
- EMP/KPI impact addressed narrowly



REVISED SURVEY

Purpose & Strategic Alignment

Charter, mission, strategic priorities, KPIs and Accreditation Standards

Participation & Inclusion

Meaningful participation, representation, student voice and relevant perspectives

Information & Decision-Making

Evidence use, clear processes, and established governance procedures

Communication & Transparency

Agendas, minutes, constituent communication, and accessible information

Impact & Continuous Improvement

Progress, equity, follow-through, effectiveness, and charter improvement

Questions?

06



What questions do you have or clarification do you need on the governance evaluation process?

CONTACT US

Hayley Ashby, Dean of Institutional Effectiveness

Charise Allingham, Institutional Effectiveness Coordinator

