



## Institutional Effectiveness & Governance Council

Meeting Minutes for March 23, 2023

Time: 12:50 pm to 1:50 pm

Zoom: <https://rccd-edu.zoom.us/j/83340733338?pwd=OEpuVkhPL0JXQ2FyUw3VXprZkxUT09>

### Meeting Participants

#### Council Members Present:

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

#### Council Members Not Present:

Ms. Makenna Ashcraft, Dr. Greg Ferrer, and Ms. Dana White

#### Guest(s):

None

#### Recorder:

Ms. Desiree Wagner

### 1. Call to Order

- Time 12:56 PM
- Acknowledgment of Ms. Leona Vassale as the RCCD Classified Employee of the Year.

### 2. Action Items

#### 2.1 Approval of Agenda (Ms. Caitlin Busso /Dr. Greg Aycock)

- Approved by consensus.

#### 2.2 Approval of February 28, 2022, Meeting Minutes

- Approved by consensus.

#### 2.3 SPGM Addendum for 2021-2022

- IEGC reviewed and approved the 2021-2022 Addendum to the SPGM that included approved amendments and documents for the appendix to the SPGM that were approved in IEGC in 2021-2022 academic year.
  - Note: each amendment and document in the Addendum included the date it was approved by IEGC, as well as language from the SPGM and IEGC actions on the amendment process.
  - Some members of IEGC assert in the 2021–2022-year approved items went into effect immediately; However, the SPGM states that “Any addendum to the Strategic Plan and Governance Manual will be recommended by the Institutional Effectiveness and Governance Council and approved by the College Council
  - Some members recognize that in the 8/26/21 meeting IEGC “approved that all SPGM edits/updates would go into effect immediately unless otherwise stated” per the IEGC Summary Notes that were distributed to nor-all and that the practice went into effect with the posting of the Proposal and Appeals Process to the website. Some members recognize the inconsistency in the SPGM and the need to clarify the language but recognize that this action must be taken by agendizing the topic for full discussion as this was an approval of the report not the process.
  - The disputed language states, "On August 26, 2021, the Institutional Effectiveness & Governance Council (IEGC) approved that all amendments and edits of the SPGM will be effective immediately unless otherwise stated.
  - Addendum's to the SPGM will be posted on the college website annually in the spring.
  - The IEGC co-chairs will address the discrepancy and will agendize the topic for future discussion and possible amendment.
- The SPGM Addendum for 2021-2022 was approved with a vote of 7 (yes) to 3 (no) as is, inclusive of the disputed language, and will be forwarded to College Council.

### 3. Discussion Items

#### 3.1 Use of audio/ video recordings for council/ committee meetings

- The council discussed the need to have it on record if IEGC and other leadership councils will be audio/video recording meetings.
  - Noted: IEGC is not at present recording meetings.
- Ms. Leona Vassale recommended this item to be forwarded to the College Council to clarify if all leadership council meetings would be audio/video recorded. Once established, it may lead to further discussion regarding the appropriate use of audio/video recordings and guidelines.

#### 4. Information Items

##### 4.1 College Survey of Effectiveness

- All council members were encouraged to complete the College Survey of Effectiveness by the end of March.
- The survey has been sent to all members through the IEGC email.
- Dr. Greg Aycock confirmed the completion timeline to ensure the final reports are sent to the College Council on time.

##### 4.2 2022-2023 NC Council Hybrid Meeting Roles

- The council reviewed the basis for this item.
- It was originally brought to the College Council by classified professionals in the fall but was voted down.
- Classified professionals revised the document with input from the College Council, CPROS, and CSEA with the intention to bring it to IEGC.
- Ms. Ruth Leal shared the latest edits to the document. However, as hybrid meetings are not taking place at this time, this item will not be forwarded or further discussed but language could potentially be included in the Co-Chairs Meeting Rotation Guidelines in the future.

##### 4.3 SPGM Process for the addition of new academic departments/ programs (refer to Academic Senate)

- Mrs. Ashlee Johnson indicated that this item will be referred to the Academic Senate given it is a 10+1 item.

#### 5. Good of the Order

#### 6. Future Agenda Topics

##### 6.1 Overview of IEGC's Scope and Purview for Future Planning

##### 6.2 Information Item: Rubric at March meeting/ norming session at April's meeting

##### 6.3 Re-Approval of Charters for the next academic year at May meeting

#### 7. Adjournment

- 1:50 pm

#### Next Meeting

Date: April 27, 2023

Time: 12:50pm to 1:50 pm

Via zoom only: <https://rccd-edu.zoom.us/j/83340733338?pwd=OEpuVkhPL0JXQ2FyYUw3VXprZkxUT09>

Meeting ID: 833 4073 3338

Passcode: 535406

#### 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.



## **2021-2022 Addendum to the Strategic Planning and Governance Manual**

This Addendum to the Strategic Planning and Governance Manual 2021-2025 (SPGM) is for the 2021-2022 academic year. It modifies and supplements specified sections in the SPGM as stated in each Amendment. It is agreed that wherever there is any conflict between this Addendum and the SPGM, the language in the Amendment will supersede the SPGM. It adds new and revised documents to the Appendix of the SPGM.

Per the SPGM page 3, “When edits/enhancements need to be made to the manual, they will be added in the form of an addendum to the existing manual. This will provide evidence of continuous improvement in the governance process over time for accreditation bodies and other agencies that are interested in ongoing evolution of the college’s institutional effectiveness. Recommended edits/enhancements to the SPGM can be forwarded to and considered by the IEGC annually every spring. Any addendum to the Strategic Plan and Governance Manual will be recommended by the Institutional Effectiveness and Governance Council and approved by the College Council.”

On August 26, 2021, the Institutional Effectiveness & Governance Council (IEGC) approved that all amendments and edits of the SPGM will be effective immediately unless otherwise stated. Addendums to the SPGM will be posted on the college website annually in spring.

## Amendment to the SPGM Pages 68-69

### Proposal Process

Proposals to committees and Leadership Councils follow a similar process. Proposals to committees may originate within the committee or may come from individuals or groups. The committee shall consider all proposals brought to it in good faith and may only consider proposals that are related to its charge, as defined in its charter. If approved by the committee, then the proposal will be either implemented by the committee or forwarded to a Leadership Council and/or the Academic Senate for consideration, if necessary. The Leadership Council co-chairs shall consider all proposals brought forward in good faith and shall confer to determine if the proposal should be added to the agenda as submitted or referred to a different governance entity with a more germane scope. Once a proposal is submitted to a Leadership Council, the Council shall deliberate and act in accordance with parliamentary procedure ([Robert's Rules of Order 12<sup>th</sup> ed. 2020 xlvii](#)). If the proposal is accepted, then it will be either implemented by the Leadership Council or forwarded to the College Council and/or the Academic Senate for consideration, if necessary. If the proposal is denied, then it will be returned with feedback, and no further action will be taken on the proposal by the Leadership Council. Proposals can be resubmitted to a governance entity at any point.

### Appeals Process of Committee/Council Decisions

Decisions made by a committee or Leadership Council can be appealed either due to a breach of process or on the merits of the proposal content.

#### Process Appeals

This appeals process applies to situations in which an individual or group does not agree with a decision on a proposal made by a committee/Council during the course of its evaluation of the proposal.

1. The individual or group that disagrees with the decision shall appeal in writing the decision to the senior Council. The written appeal shall consist of a) the formal decision of the junior entity, b) written justification/rationale for why it is believed the proposal merits a third-party review including any alleged breach of process, and c) a request for the senior Council to consider hearing the appeal as an agenda item.
2. Upon receipt of the appeal, the Council co-chairs shall convene to form an appeals committee to consider the appeal in good faith. If one or more of the co-chairs of the Council is also a co-chair of the committee/Leadership Council that denied the proposal, then a designee for each co-chair will be appointed by the respective constituent group to serve on the appeals committee. If more than one of the co-chairs of the College Council are also co-chairs of the committee/Leadership Council that denied the proposal, then designees for those co-chairs will be appointed by their respective constituent groups to serve on the appeals committee. Those appointees will be selected from the other Council co-chairs. Thus, the appeals committee will be comprised of one administrator, one faculty member, and one classified professional.
3. The committee/Council that denied the proposal shall also provide a written report to the appeals committee (or College President) outlining the process that was followed and the reason the proposal was denied.

4. The appeals committee has the authority to determine one of the following on behalf of the senior Council:
  - a. deny the appeal, thereby upholding the lower entity's decision, and no further consideration will be given to the proposal.
  - b. Recommend modifications to the proposal and suggest that the modified proposal be resubmitted to the original committee/Council.
  - c. Approve the appeal, in which case the decision by the committee/Council that originally denied the proposal is overturned, and the proposal is approved.
5. If the appeal pertains to a decision made by the College Council, then the College President shall hear the appeal following steps 1 and 3 above.
6. All appeals-related decisions are subject to approval/denial by the College President.

(From SPGM, pages 68-69)

*Approved by the Institutional Effectiveness & Governance Council on August 26, 2021*



## **Amendment to the SPGM Page 64**

Norco College's leadership councils are led by a faculty, classified professional, and administrative co-chair. Per the SPGM page 64, "The co-chairs work collaboratively, transparently, and as a team to ensure that the duties of the three chairs are shared."

The co-chairs share responsibility, including but not limited to, setting meetings and agendas; to facilitate the meetings; to work with the recorder in posting agendas, minutes, and handouts to the college listserv, on the college website, and the council SharePoint site; to clearly identify council recommendations/decisions and action items for the council; to forward the actions of the council to the appropriate council or office; to work in the spirit of collegiality through consensus; and ensure that the decision-making process is clear and transparent. All communications are made to all three co-chairs demonstrating inclusivity with a high level of transparency.

*Approved by the Institutional Effectiveness & Governance Council on February 24, 2022*

## **Reaffirmation of Constituency Groups' Right of Appointment to Governance Entities**

Norco College affirms that “constituency groups derive their roles and responsibilities through Government Code, California Education Code Title 5, the California Code of Regulations, board policy and accompanying administrative regulations, and job descriptions” (Strategic Planning & Governance Manual p.57). In alignment with our Strategic Planning & Governance Manual (SPGM) all charters should note if it is a governance entity. The appointment rights of the five Norco College representative employee groups (SPGM p.57) are expanded upon below.

### ***Norco College Academic Senate***

The Norco College Academic Senate (NCAS) is the official legislative body representing faculty in college governance. NCAS has the authority per Title 5 Sections 53203 to appoint faculty representatives to serve on governance entities. Title 5 Section 53200 and Board Policy 2005 ensure the right of the Academic Senate to participate in community college governance. See pages 59-60 in the Strategic Planning & Governance Manual (SPGM).

### ***Administration***

The College Administration is the primary constituent group responsible and accountable for supervising the operation of or formulating policy regarding the instructional or student services program of the college or district. Administrators (management) has the authority per Accreditation standards IV.A.3 and IV.A.4 as well as Education Code §87002(b) to appoint managers to serve on governance entities. For college governance entities where a constituent representative is warranted/requested, Norco College administrators shall be appointed by the Executive Cabinet. See SPGM pages 51-53 and 57.

### ***Associated Students of Norco College***

The Associated Students of Norco College (ASNC) is the official legislative body responsible for providing effective student government. ASNC has the authority per Education Code 70902.a7 to appoint student representatives to serve on governance entities which may include councils, committees, task forces, project teams/workgroups, etc. so that students' voices can be represented through the planning process. Board Policy 3400 and Title 5 Section 51023.7, define students' right to participate in community college governance. See pages 53-54 in the SPGM.

### ***California School Employees Association***

The California School Employees Association Chapter 535 (CSEA) is the exclusive representative of classified employees in the Riverside Community College District. CSEA 535 has the authority per Title 5, section 51023.5(a)(7), California Education Code Section 70901.2(a) and 70902; Government Code Sections 3540 et. seq., 3543.2) to appoint classified professionals to serve on governance entities which may include councils, committees, task forces, project teams/workgroups, etc. Classified Professionals are guaranteed the right to participate in community college governance per Title 5 §51023.5(a)(4) and (6) and RCCD BP 1510. See pages 52 and 54 in the SPGM.

### ***Confidential Employees***

Confidential Employees of Riverside Community College District are determined by the Board of Trustees as specified in Board Policy 6240 and in accordance with applicable law (GC 3540.1(c)). Their participation in district governance is coordinated through an identified RCCD confidential representative. Their participation in college governance is mutually determined by the employee and their supervisor.



## Leadership Council Co-Chair Rotation Guideline

Norco College's leadership councils are led by a faculty, classified professional, and administrative co-chair. The following is a resource and helpful guideline on how the co-chairs may implement sharing the co-chair duties.

### Meeting Facilitator Rotations

- 1) Co-Chair: Academic Co-Chair
- 2) Co-Chair: Classified Professional Co-Chair
- 3) Co-Chair: Administrative Co-Chair

### Meeting Notes Rotation

- 1) Co-Chair: Administrative Co-Chair
- 2) Co-Chair: Academic Co-Chair
- 3) Co-Chair: Classified Professional Co-Chair

September – Month 1

October – Month 2

November – Month 3

February – Month 1

March – Month 2

April – Month 3

May – Month 1

Note: The following academic year will begin on Month 2 with the rotations continuing to provide an equitable distribution of duties.

*Approved by the Institutional Effectiveness & Governance Council on February 24, 2022.*



**Charter for [Group Name]**  
[academic year]

This Charter is established between the [Group Name] and the [sponsoring Senate or Council] to structure the process and planned outcomes included herein during the [duration dates of charter in years/terms] period of the [year-year] academic/calendar year(s). *(Councils = 5-year Charter; Committees, Project Teams, Workgroups, etc. = 1-year Charter)* [Replace all bracketed text with entity-specific language.]

| <b>Purpose</b>  |
|---|
| [State the overall responsibility and context for the work of the group.] |

| <b>Charge</b>  |
|--|
| [Identify and describe the primary work to be accomplished within the context of the overall goals of the college including specific EMP goal/objective alignment or as part of a particular strategic initiative (e.g., access, equity, success). This section establishes clear expectations, tasks, and responsibilities of the group. Clarify topics within their overall purview and/or delineates the areas of their work so that they are not duplicating the efforts or services being provided or performed effectively by other governance groups and/or other areas/offices/organizations/people within the college community.] |

| <b>Equity</b>  |
|--|
| Identify and describe how your group's charge aligns with the goals and support the RCCD definition of Equity and Norco College's commitment to closing institutional equity gaps in alignment with the current <u>Student Equity Plan (2019-2022)</u> . |

### **Guided Pathways**

Identify and describe how your group's charge aligns with the goals and support the Loss-Momentum Framework developed by the Completion by Design initiative, and/or the Guided Pathway pillars, that helps the college identify where students meet their greatest obstacles to persistence and completion.

### **Guiding Principles and Assumptions**

[Identify the guiding principles and assumptions that should guide this group's efforts. State if there are other entities (within the district or external to RCCD) that the group collaborates with . Include any accreditation standards, state laws, federal guidelines, reporting mandates, etc. Also state if there is any associated budget with their groups' charge.]

### **Scope & Expected Deliverables**

[Specify the parameters and requirements within which the body will work as well as expected deliverables, products, or outcomes from the work.]

### **Membership**

[Description of the number and composition of the members based on recommended subject area knowledge and experience and the constituency group it represents.]

The [group] will be comprised of [number] members () Inclusive of representatives of all primary constituency groups and assigned or appointed by their respective representative bodies OR defined membership based upon expertise, title, functional area of responsibility, etc. Please clarify if all members are voting members or if there are advisory members (e.g., such as a second/alternative non-voting ASNC representative).

- [Role/Perspective/Expertise] [Chair] – [Constituency]
- [Role Perspective/Expertise] [Co-Chair] – [Constituency]
- [Role/Perspective/Expertise] – [Constituency]
- [Role/Perspective/Expertise] – [Constituency]

### **Meeting Time/Pattern**

[Specify meeting days/times or the general pattern or schedule. See examples below.]

### **Meeting Time/Pattern**

The [proposed body] meets weekly on [day] at [time] in [location]. The [proposed body] meets monthly on the [(first, second, etc.) (day of month)] at [time] in [location]. Contact the Chair/Co-Chair(s) or designated facilitator to place an item on a future agenda.

### **Roles of Chairs and Members**

The Chair/Co-Chair(s) communicate with [the sponsoring group] to ensure continuity of dialogue between governance tiers. (Co-)Chairs are responsible for preparing agenda and facilitating meetings of the [proposed body] 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 [proposed body] that can help to achieve the [proposed body's] charter deliverables (relevant strategic charge). Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the [proposed body]. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with [proposed body] peers with the intention of finding consensus on issues that come before the [group].

[How information will be disseminated to representative/constituency groups] All governance entities must specify within this Charter how information will be disseminated to representative/constituency groups. In each of the five Councils, it is recommended that a chair (or a designated delegate) shall prepare a brief summary of each Council meeting and send it to the College community within 24 hours of the meeting to fulfill transparent communication reporting.

### **Meeting Procedures and Expectations**

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

Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required, and problem solving to move the work of the group forward. Either minutes or notes are taken to record the group's progress OR a final summary report is to be submitted/posted.

Members endeavor to:

- appropriately prepare for meetings based on the meeting agenda.
- arrive promptly and stay for the duration of entire meetings.

### **Meeting Procedures and Expectations**

- 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.

NOTE: This is a template; feel free to modify it to fit your group's needs. Replace all bracketed text with entity-specific language. Post on the appropriate Council/Senate webpage and Governance Webpage once approved.



## NC Council Hybrid Meeting Roles Resources Guide

|   | Meeting Facilitator   | Summary Note Taker   | Meeting Recorder   |
|---|---|--|--|
| <p>This resources guide may be used as a compliment to the Leadership Council Co-Chair Rotation Guideline during the hyflex meeting modality.</p> | <p>Facilitator runs the meeting.</p> <p>Displays agenda, minutes, handouts, &amp; presentations via Zoom.</p> <p><i>Tip: Bring all meeting materials on a flash drive for back up. Save to the desktop for easy loading.</i></p> <p>Calls for motions/votes.</p> <p>Repeats questions and summarizes comments for virtual audience.</p> <p>Monitors time.</p> | <p>Monitors and facilitates chat comments during discussion.</p> <p>Prepares the summary notes and shares with fellow co-chairs for consensus then sends to Nor-all to post within 5 business days of meeting.</p> | <p>Sends agenda that is approved by co-chairs with handouts to NOR-ALL 72 hours prior to the meeting.</p> <p>Records official meeting minutes and provides to co-chairs.</p> <p>Posts meeting minutes and handouts to the website.</p> |