Institutional Effectiveness & Governance Council

Meeting Minutes

September 26, 2024, | 12:50 pm to 1:50 pm

Hybrid Location: In-Person at IT*111 & Zoom

Zoom Link | Meeting ID: 857 7684 5968 | Passcode: 495844

Council Members Present:

Ms. Charise Allingham, Dr. Greg Aycock, Ms. Rosio Becerra, Ms. Caitlin Busso, Ms. Brooklyn Contrera, Dr. Greg Ferrer, Dr. Tenisha James, Ms. Ashlee Johnson, Dr. Tim Russell, Mr. Alex Spencer and (Vacant- CPRO)

Council Members Not Present:

Names: Dr. Nancy Quinones, Mr. Dan Reade,

Guest(s):

Names: Dr. Haley Ashby, Dr. Monica Green

Recorder:

Ms. Desiree Wagner

Quorum: # 10

Subject to Brown Act: No

1. Call to Order

- **12: 53 pm**

2. Action Items

2.1 Approval of Agenda

- **MSC (Motion- Dr. Greg Aycock /Second- Dr. Greg Ferrer)**
- **Change**
- Approved by consensus.

2.2 Approval of Meeting Minutes, May 16, 2024

- **MSC (Motion- Mr. Alex Spencer /Second- Dr. Haley Ashby)**
- Approved by consensus.

2.3 IEGC 2024-2025 Meeting Schedule

- **MSC (Motion- Dr. Tim Russell /Second- Dr. Greg Aycock)**
- The meeting schedule for the 24-25 year was discussed, with one meeting cancellation due to the first week of school, a date shift due to Thanksgiving, and a cancellation of the December meeting as classes are not in session.
- Approved by consensus.

3. Discussion Items

3.1 Data Governance Workgroup Draft Charter (C. Busso)

- Data Governance Draft Document
  - Caitlin presented a draft charter for a data governance work group under IEGC, aiming to provide structure around data sources and processes for better decision-making. The group discussed defining processes and criteria for data governance review, membership composition, and the strategic nature of their work.
  - They emphasized the importance of data security and governance, with a focus on strategic decision-making.

- The group also discussed the need for two types of appointments, strategic and operational, and the potential establishment of a work group to finalize the process and establish policies for data handling.
- The plan was to establish a one-year task force to create the process and solicit members for the workgroup who will implement. The team was encouraged to review the documentation before the next meeting and consider serving on the task force or suggesting others who might be a good fit.

3.2 Quorum Updates

- Reviewed quorum updates, emphasizing the importance of equitable student outcomes and efficient use of time. The process now allows for hybrid attendance, with voting members and guests able to attend virtually or in person.
- The members discussed the transition to hybrid meeting options for the Leadership Councils, including the Academic Council, Student Support Council, and Resources Council. The decision was made to allow all members, including voting members and guests, to attend via Zoom. The co-chairs would be present in person to facilitate the meetings. The discussion also revolved around quorum, with suggestions to redefine it as 50% of the actual attendees plus one. The minimum threshold for decision-making was also discussed, with the suggestion of a 3-person minimum. The aim was to ensure that the councils could effectively move items forward and make strategic planning goals, even with hybrid meeting options.
- The discussion focused on voting requirements for IEGC. The proposal was to have a minimum of 5 members present, with representation from at least 2/3 of the constituency groups, to ensure broad participation in decision-making. This proposal aimed to prevent a scenario where a constituency group could potentially block decisions by not showing up. The plan is to bring this proposal to the college council for further discussion and a final decision, after considering feedback from all councils. Concerns were raised about potential issues if critical decisions were made without the traditional quorum present.
- Members focused on the issue of quorums in decision-making processes, particularly in the context of the college council. The participants discussed the challenges of ensuring quorum, especially when some members are absent due to personal or professional reasons. They also considered the implications of a hybrid meeting format on quorum requirements. The consensus was to increase the minimum number of members required for quorum from three to five, ensuring representation from all three constituency groups. The participants also acknowledged the need to address broader issues of decision-making and inclusivity. The conversation ended with an appreciation for the distribution of decision-making responsibilities across various councils.
- An update to College Council will be given at the October meeting.

4. Information Items

4.1 2024-2025 IEGC Annual Calendar

- Council members reviewed the calendar to have a grasp on expectations on agenda times for the academic year. Particularly the program review and assessment process.

4.2 IEGC Resource Request Review Process

- Meeting Minutes- IEGC- Norco College- 4-25-2024
- The IEGC members reviewed the approved Resource Request Process to avoid feeling uncomfortable ranking and rubber-stamping of requests. The new process allows for feedback and responsiveness to requests without feeling pressured to re-rate them. The co-chairs also discussed the timeline for the Report of Effectiveness, which usually comes in the spring but sometimes in September. They agreed to send the survey at the beginning or end of the semester to give more time for discussion and report generation. The conversation ended with a review of the new review process to ensure everyone is confident going into the next prioritization. Discussion about the purpose and voting mechanism of the office of the President, which came from the Executive Cabinet. The team agreed to continue with the current voting system, but also considered alternative mechanisms for giving recommendations. The main concern was the lack of attendance and participation in the councils, which was addressed by introducing a hybrid option. The team also discussed the importance of representatives attending meetings to ensure their groups voices are heard.

4.3 Strategic Planning IEGC Workgroup Update

- The workgroup discussed their ongoing efforts to draft a new 5-year strategic plan, aiming to make it accessible and user-friendly. The plan is to share a rough draft in October, gather feedback in the fall semester, and finalize it in the spring semester for approval. The current strategic plan is set to expire on June 30, 2025.

4.4 Accreditation Update

- The accreditation team has started this fall with facilitating workshops to orient people to the new standards and prepare them for the evidence-gathering process. All of us play a part in the accreditation process we look forward to working with you to gather all your great work.

5. Good of the Order

6. Future Agenda Topics

- **Marketing Committee Substantive Change Request**

7. Adjournment

- **1: 53 pm**

8. **Next Meeting:** October 24, 2024 **Time:** 12 12:50 pm to 1:50 pm **Location:** IT*111 & Zoom

Fall 2024 Meeting Schedule of IEGC	Agenda Item Request Deadline
~~September 26, 2024, from 12:50-1:50 PM~~	~~5 PM on Thursday, September 19, 2024~~
October 24, 2024, 12:50-1:50PM	5 PM on Thursday, October 17, 2024
November 21, 2024, 12:50-1:50PM	5 PM on Thursday, November 14, 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.

Institutional Effectiveness & Governance Council

2024- 2025 IEGC Meeting Schedule

Every month on the **Fourth Thursday**, 12:50 pm to 1:50 pm **in IT*111**

- ~~August 22, 2024*~~ **(Meeting canceled first week of classes)**
- September 26, 2024
- October 24, 2024
- November 21, 2024 ***(Date shift due to Thanksgiving)***
- ~~December 19, 2024~~ ***(Classes are not in session)***
- February 27, 2025
- March 27, 2025
- April 24, 2025
- May 22, 2025

Charter for Data Governance IEGC Workgroup

2024-2025

This Charter is established between the Data Governance IEGC Workgroup and the Institutional Effectiveness and Governance Council to establish a procedure for Data Governance at Norco College.

Purpose

The Data Governance IEGC Workgroup is comprised of constituency members from the IEGC and appointed members from CSEA and Academic Senate, including representation from administration, classified professionals, and faculty. The workgroup is responsible for creating a process for data governance at Norco College. Key aspects of a strong data governance process include:

- Data Management – identify essential data elements to be used in local, state and federal reporting requirements; define and standardize those elements for reliable and valid use across the institution and in multiple reports; and design and deploy effective and efficient collection and storage processes that ensure security, privacy and appropriate integration across programs and from multiple data sources.
- Valid and Reliable Analyses – provide controlled access and use, particularly by IR and IE personnel, that enables timely, reliable and valid research and analysis.

Charge

The Data Governance IEGC Workgroup is charged with creating a data governance process.

The Workgroup is responsible for identifying the criteria and/or situations that will require data governance approval, creating a data governance application, and a step-by-step process for data governance.

Guiding Principles and Assumptions

The IEGC Workgroup has established the following guiding principles for Data Governance:

DRAFT

Guiding Principles and Assumptions

- Integrity: Be truthful and forthcoming when discussing purposes, constraints, options, and impacts for data-related decisions.
- Accuracy: To the greatest extent reasonably practicable, data will be verified as accurate for the purposes of use.
- Transparency/Auditability: Exhibit transparency so that it is clear to all participants and auditors how and when data-related decisions and controls were introduced into data-related processes. Create and maintain auditable data-related decisions, processes, and controls subject to Data Governance, where any such process will be accompanied by documentation to support compliance-based and operational auditing requirements.
- Accountability: Define and clarify who is accountable for data-related decisions, processes, and controls.
- Responsibility: Define and clarify who is accountable for data accuracy.
- Standardization: Introduce and support standardization of all data and sources.
- Change Management: Support proactive and reactive Change Management activities for reference data values and the structure/use of master data and metadata.

Scope & Expected Deliverables

The IEGC Workgroup will create a data governance procedure, including criteria for submission, an application, and a process for approval. The Workgroup will also identify the future body/group that will continue the process long term.

Membership

The Workgroup consists of key members from the Institutional Effectiveness and Governance Council, appointed members from respective representative bodies, and/or defined membership based on expertise, title, functional area of responsibility. 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:

- Chair(s)
- CSEA (2)
- Academic Senate (2)
- Management/Administration (2)

Meeting Time/Pattern

The Data Governance IEGC Workgroup will meet monthly with specific day/time TBD.

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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 Workgroup based on best practices and guidelines for effective facilitation.

Members are recognized as stakeholders with important expertise and perspectives relevant to the workgroup. 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.

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.

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NORCO COLLEGE DATA GOVERNANCE

WHAT IS DATA GOVERNANCE

Data Governance is an emerging discipline that combines data management, data quality, and data policies. Data governance encompasses the processes, policies, standards, organization, and technologies required to manage and ensure the availability, accessibility, quality, consistency, auditability, and security of institutional data.

MISSION AND VISION

Mission: To ensure that the highest quality data are collected, analyzed and made available to key stakeholders through coordinated efforts for the purposes of improving efficiency, protecting privacy and enabling better decision-making.

Vision: The institution, along with Institutional Research (IR) and Institutional Effectiveness (IE), benefits from using governance to define and implement a robust system that meets existing and long-term needs of both internal and external stakeholders. Key aspects of a strong system include:

1. Data Management – identify essential data elements to be used in local, state and federal reporting requirements; define and standardize those elements for reliable and valid use across the institution and in multiple reports; and design and deploy effective and efficient collection and storage processes that ensure security, privacy and appropriate integration across programs and from multiple data sources.

2. Valid and Reliable Analyses – provide controlled access and use, particularly by IR and IE personnel, that enables timely, reliable and valid research and analysis.

PURPOSE

The purpose of this document is to describe:

- who can take what actions,
- with what information,
- at what time,
- under what circumstances,
- using what methods

THE WHY

Typical situations when data governance is necessary:

- perceived problems with access to data,
- an inefficient process for requesting information,
- lack of data quality audits,
- duplication of data,
- insufficient training and education about data and the use of shadow systems,
- differences in terminology between units,
- competing priorities rather than complementary ones

Data Governance questions:

- What types of data are collected at the institution?
- Who is responsible for the quality of that data?
- How and where are the data stored and accessed?
- How are the data used and by whom?
- Who makes decisions about data collection?
- What do you do when errors are detected?
- Are the processes for ensuring the security of data documented?
- Is there a data dictionary to explain the meaning of common terms and where is it stored?

PRINCIPLES

- Integrity: Be truthful and forthcoming when discussing purposes, constraints, options, and impacts for data-related decisions.
- Accuracy: To the greatest extent reasonably practicable, data will be verified as accurate for the purposes of use.
- Transparency/Auditability: Exhibit transparency so that it is clear to all participants and auditors how and when data-related decisions and controls were introduced into data-related processes. Create and maintain auditable data-related decisions, processes, and controls subject to Data Governance; where any such process will be accompanied by documentation to support compliance-based and operational auditing requirements.
- Accountability: Define and clarify who is accountable for data-related decisions, processes, and controls.
- Responsibility: Define and clarify who is accountable for data accuracy.
- Standardization: Introduce and support standardization of all data and sources.
- Change Management: Support proactive and reactive Change Management activities for reference data values and the structure/use of master data and metadata.

GOALS

- Support processes and activities that result in accurate and reliable data.
- Provide a central location for various data resources: definitions, templates, processes.
- Data shall be appropriately managed (i.e., collected, stored, protected, and used).
- Data management shall be a core capability that is an integral part of the culture.

- Named roles with specific responsibilities for the curation of data from data entry to archive or disposal should be defined, trained, and appropriately resourced.
- The single, master source/office/role for each different type of data shall be identified and data systems and integrations structured to rely on that source.
- Data is fit for purpose.
- Data shall be accurate and complete, at the appropriate quality for its primary purpose and all other known legitimate uses.
- Data should be monitored so it can be trusted. Data owners have the role of accountability and oversight to assure this trust, with decisions and actions recorded at an appropriate level of detail.
- Data shall be made available where and when required, subject to appropriate security constraints.
- Standards will be consistently applied to encourage reuse, and promote a common understanding of context, meaning, and comparability.
- Data shall be easy to find, quick to understand, and simple to compare.
- Data shall be consistent and predictable, avoiding harm caused by conflicting versions.

Responsible Stakeholders

- Office of Institutional Effectiveness
    - Data Sources
        - CCCCO MIS data files
    - Data & Research Projects
        - Historical data requests
    - Current and/or live data projects (Application Support Technician)
        - Colleague Student Information System (SIS)
        - CCCApply
- Individual program staff
    - Data Sources
        - Local student databases (shadow databases)
            - Contact information
            - Demographics
            - Enrollments
            - Program specific outcome information
    - Program specific contact tracking and case management
        - Standardized process for identifying potential and participating program students within student information systems (SIS)

Challenges

- Multiple definitions of “student”

- Differing definitions of home college, enrolled college and program college
- Definitions and methodology not readily available
- Data stored in varying places (local programs) with differing processes for identifying students by program/service
- Lack of understanding of Personally Identifiable Information (PII) and data security
- Differences between historical and live data
- Local vs. state data alignment
- Reliance on historical knowledge for methodology and definitions
- LGBTQ CCCApply Data: access and confidentiality

PROCEDURES

Data Security

- Anyone with access to a data source will ensure data security by:
    - Creating a password/data encryption and thereby securing all files including Personally Identifiable Information (PII) protected by the Family Educational Rights and Privacy Act (FERPA).
        - For the purposes of data governance, Personally Identifiable Information (PII) is defined as an individual's first name, or first initial, and last name in combination with any one Direct Identifier or any combination of Direct/Indirect Identifiers that permits a person's identity to be reasonably inferred by someone who does not have personal knowledge of the relevant circumstances.
            - Direct Identifiers: Information that relates specifically to an individual, such as: name, social security number, student or employee id, driver's license number, address, telephone number, username or e-mail address, account number, credit card number, and biometric record (e.g., fingerprints).
            - Indirect Identifiers: Information that is not unique to an individual but that can be combined with other information to identify specific individuals, such as date of birth, place of birth, mother's maiden name, gender, race/ethnicity, geographic indicator, verification data (pet's name, etc.), and passwords.
    - Not sending unsecured data via email (Sharing via OneDrive is acceptable).
    - Masking any data in a visualization (e.g. dashboard, presentation, etc.) that could potentially reveal the identity of an individual by an observer that does not have personal knowledge beyond that of a typical person.
    - Locking screen prior to leaving computer if data files are visible or accessible.

Data Results Circulation

- In addition to applicable data security measures mentioned above, anyone sharing data results via email, presentation, dashboard, etc. will need to follow these procedures:
    - Cite source(s) of results/analytics.
    - Have methodology of analysis available for those who ask related questions.

- Do NOT assume data are correct without double- or triple-checking for accuracy.
- If errors are found after data results are revealed, correct them as soon as possible and notify the audience of correction.

Data Validation

- Missing data – if any data element is missing enough values, it could invalidate the analysis. A guide to follow for missing data is:
  - Less than 1%: Excellent
  - 1%-5%: Good
  - 6%-9%: Marginal
  - 10%+: Unacceptable
- Check total number of cases to verify if it aligns with expectations. If not:
  - Check outside databases (if available)
  - Check internal databases (SIS, local/program-specific databases, etc.)
- To verify data accuracy
  - If related to students, verify data with random sample of students in SIS
  - If manually input from original data, triple-check (possibly with another person) values to identify input errors
  - Check Operational Definitions/Data Dictionary for accuracy in methodology (e.g. course success/retention, valid grades, ethnicity categories, etc.)

Surveys

- Surveys requiring oversight from the Office of Institutional Effectiveness:
  - Any survey sent out to the entire student population or a large proportion of students
  - When survey conclusions/take-aways will impact college decision-making
- Surveys without required oversight (Office of IE is available for any guidance or feedback):
  - Surveys for specific populations
    - Example: soliciting feedback about an event with limited attendance
  - Surveys with conclusions/take-aways that will not impact the institution or budget

Dashboards

- Creating dashboards correctly requires extensive time and effort, plus expertise. Therefore, requests for dashboards should only be made when:
  - Requests for these data will be made repetitively (i.e., at least weekly) and ongoing.
  - Data are germane to achievement of the Educational Master Plan goals, Strategic Planning Goals, or effective performance of a college unit(s).

DATA GOVERNANCE PROCESS

Units and/or services who create or maintain a data source will need to undergo the Data Governance Process at Norco College when:

- The data source will be consistently utilized over time.
- Results of data will be shared beyond the unit that gathered the data.
- Student or employee contact is involved in the data gathering process.

Process

- Unit of data source will file an application.
- The Institutional Effectiveness and Governance Council (IEGC) will/has established a Data Governance Subcommittee who will review applications and vote on whether to ratify the establishment of a new and/or existing data source.

Attendance & Quorum Procedures for 2024-25 Academic Year:

- Move to all-hybrid leadership council meetings
- Co-chair:
  - In-Person attendance
  - Remote attendance (due to district travel/business) requires advance notice to co-chairs
    - Include Co-Chair remote attendance in meeting minutes (co-chair virtual attendance or absence)
- Voting Members:
  - Can attend virtually or in-person
  - If you have to be virtual, you have to have your camera on!
- Redefine Quorum
  - 50%+1 of actual attendees (voting members virtual + in-person)
  - 3 person minimum!

Institutional Effectiveness and Governance Council

2024-2025 AGENDA ITEMS

This is a guide for annual IEGC meetings. Other items shall be added as appropriate.
Co-Chairs may shift/add/remove items from month-to-month as requested and /or needed.

September

- Resource Request Ranking-James
- Resource Request Evaluation Process -Johnson
    - Approach
    - Rubric & Norming
    - IEGC Member Independent Ranking and/or Evaluation Due Date
    - Forward Rankings to CC for the 10/12/24 CC Meeting
- Institution Set Standards Presentation -James
- Assessment of the Evaluation Procedures & Governance Structure Findings-Johnson
- Accreditation Update-James
- IEGC Annual Calendar-Johnson

October

- Write and discuss IEGC ROE
- Assessment of the Evaluation Procedures & Governance Structure Recommendations
- Governance Training (Evaluation of Planning & Decision-Making Process, SPGM Revision Process, Governance Calendar/Important Dates)
- Review & Update SPGM (Section XX)
- Governance Training (SPGM Section -last revised/approved)
- Review & Discuss Marketing Committee, NAC, PRC, FPDC, Report of Effectiveness

November

- Review & Update SPGM (Section XX)
- Marketing Committee Charter
- DEIA Glossary of Terms -table pending DEIA Feedback

December

- None

January

- None

February

- None

March

- Governance Training (ALL SPGM Sections Revised Fall 24)
- Review & Update SPGM (Section XX)

- Members complete survey of effectiveness

April

- Review & Update SPGM (Section XX)
- Write and discuss IEGC ROE

May

- Review & Update SPGM (Section XX)
- Present IEGC ROE to CC
- NAC, PRC, FPDC, Tech Comm Present ROE to IEGC
-

June

- None

July

- None

IEGC Resource Request Review 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.

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.

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 regard 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.

6. IEGC recommendations for Planning and Development resource requests will then be sent forward to the College Council for consideration at their October meeting.

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

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

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

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NORCO COLLEGE

Report of Effectiveness 2022-2023

Governance Entity:
Institutional Effectiveness & Governance Council

Charge:

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.

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 it's 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:

Objective	Progress
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:

Objective	Appropriateness
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

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

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.

REVISED version April 17, 2024

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
- CCCCO 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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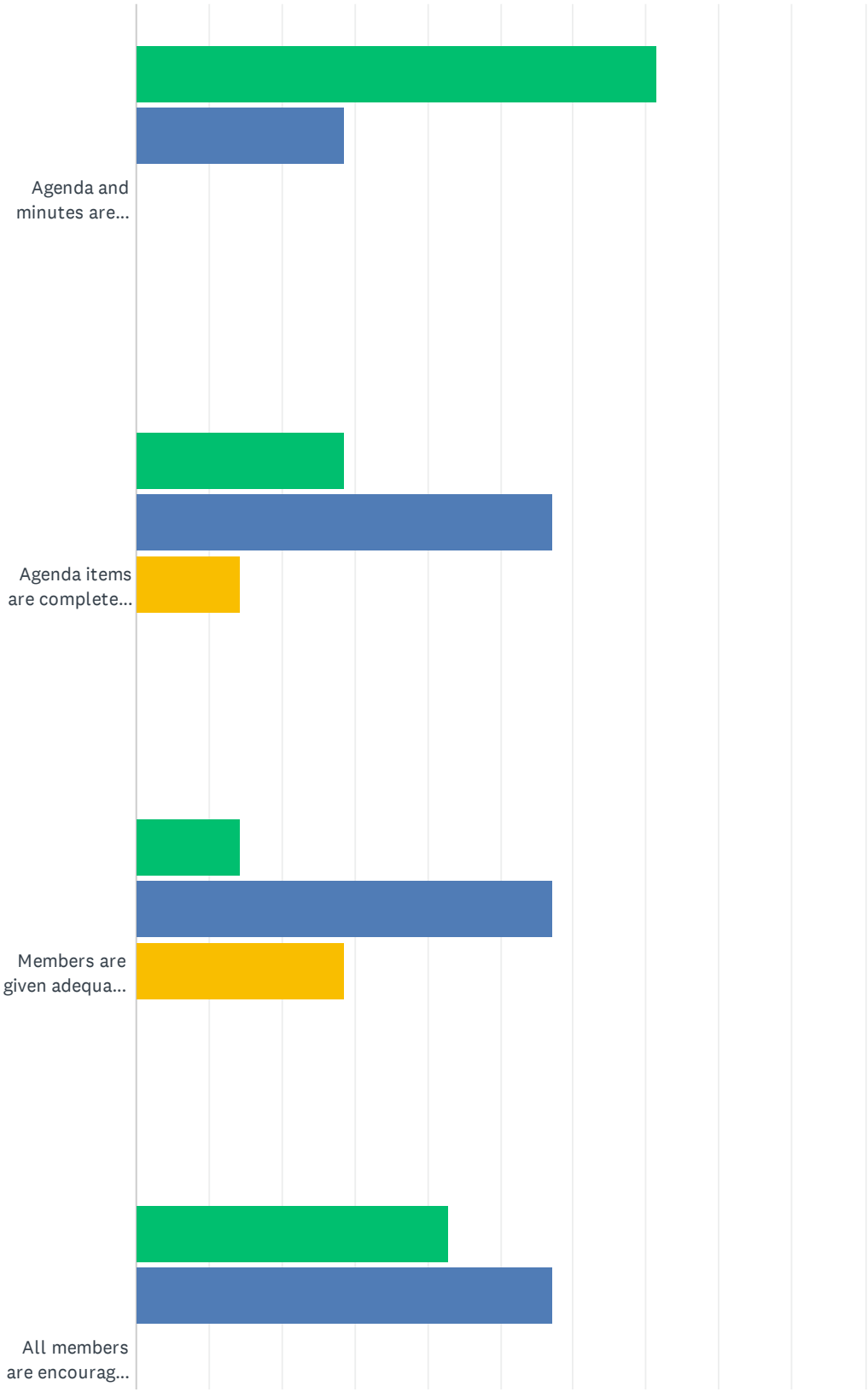
October meeting.

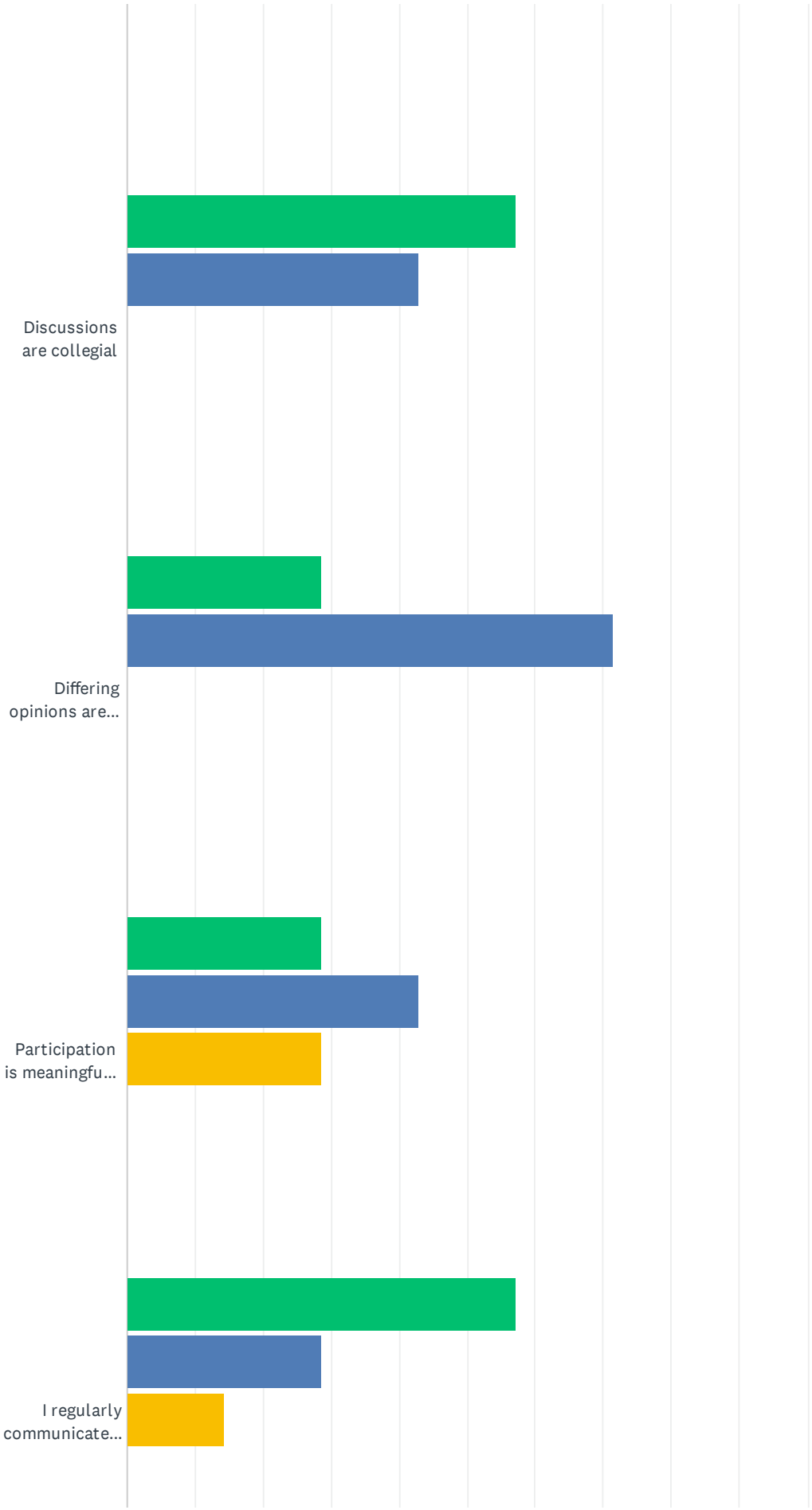
~~6.~~7. The recommendations are then sent to the Executive Cabinet for funding consideration.

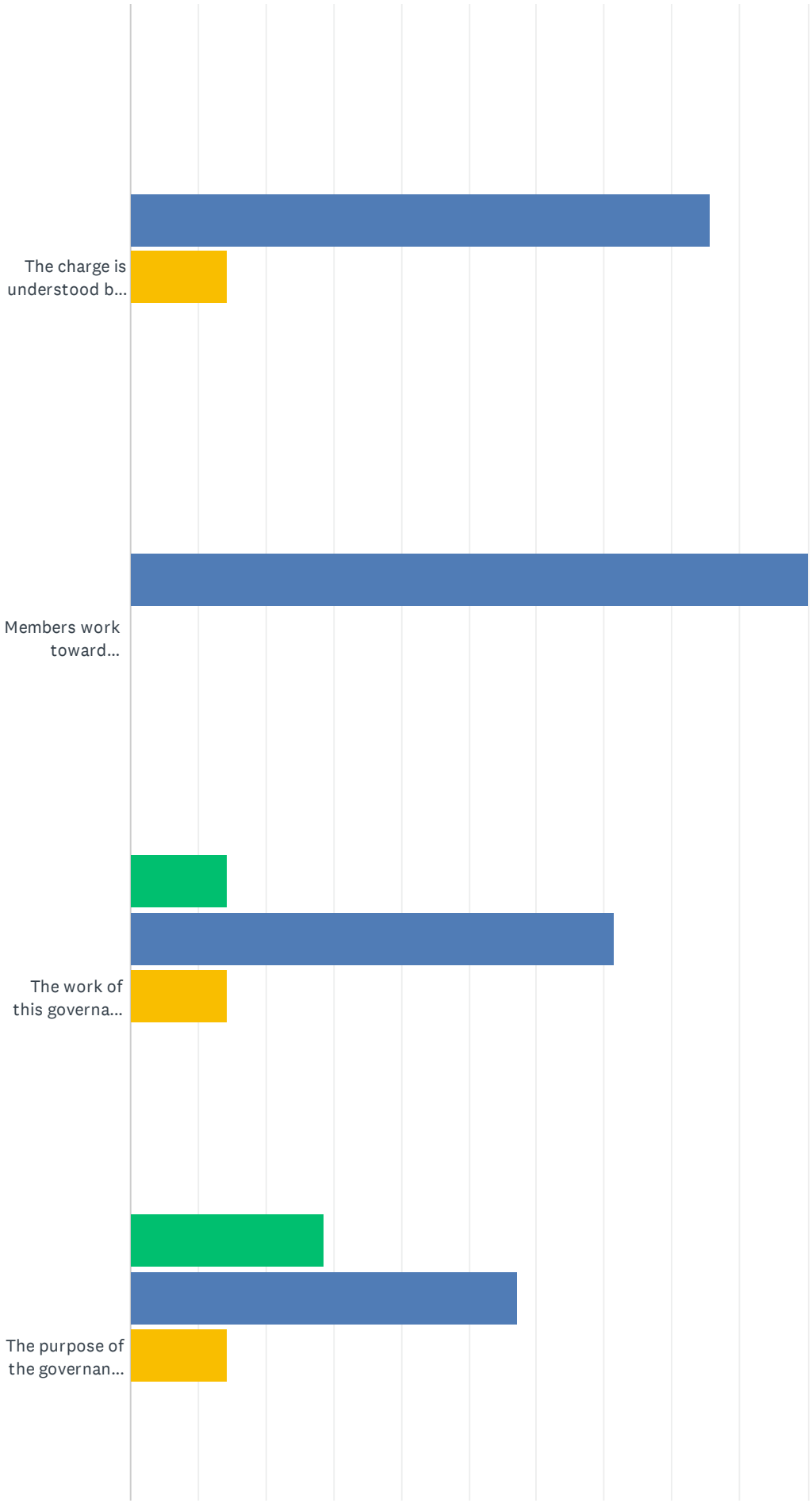
~~7.~~8. Deviations by Executive Cabinet from the council rankings should be included in the College President Memorandum.

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

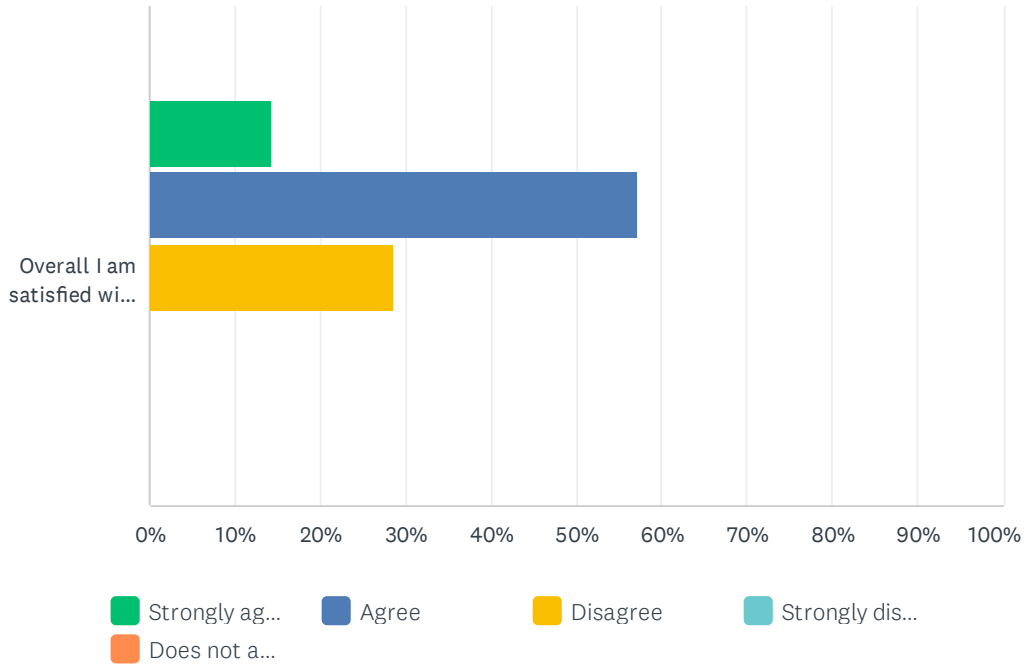
Answered: 7 Skipped: 0




Discussions are collegial
Differing opinions are...
Participation is meaningfu...
I regularly communicate...


The charge is understood b...
Members work toward...
The work of this governa...
The purpose of the governan...

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

NORCO COLLEGE

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.