NORCO COLLEGE

Institutional Effectiveness & Governance Council
Meeting Minutes for October 23, 2025 | 12:50 pm to 1:50 pm | Location: IT-211
Join via Zoom Link | **Meeting ID:** 841 3903 6382| **Passcode:** 046624

Council Members (total#14)
Ms. Charise Allingham, Mr. Zander Allport, Dr. Hayley Ashby, Ms. Hannah Brough, Ms. Caitlin Busso,
Dr. Greg Ferrer, Dr. Tenisha James, Ms. Ashlee Johnson, Ms. Daniela McCarson, Mr. Dan Reade, Dr. Tim Russell,
Mr. Alex Spencer and Mr. Alex Zuniga

Council Members Not Present: Ms. Caitlin Busso

Guest(s): Dr. Monica Green, Mr. Cameron Card, Dr. Tammara Cummings, Ms. Rosio Becerra

Recorder: Desiree Wagner

Quorum: # 7

Subject to Brown Act: No

1. **Call to Order**

2. **Action Items**
   2.1 **Approval of Agenda**
   - MSC (Motion- Mr. Dan Reade /Second- Ms. Ashlee Johnson)
   - The Council reviewed and approved the amended agenda.
   - **Approved by consensus.**

   2.2 **Approval of Meeting Minutes, September 25, 2025**
   - MSC (Motion- Dr. Tim Russell /Second- Ms. Charise Allingham)
   - The Council approved the revised minutes. Edits included restructuring Discussion Items 3.3 and 3.4 by relocating two bullet points and rewording the final bullet for clarity.
   - **Approved by consensus.**

3. **Discussion Items**
   3.1 2025-2030 New Charter Template
   - Dr. James presented a draft IEGC charter aligned with the forthcoming 2030 Strategic Plan and Governance Manual (pending Board approval in November). The new template—features a concise 25-50 word description of the Council's role, highlighting:
     - Monitoring institutional progress
     - Supporting academic quality
     - Ensuring institutional effectiveness
     - Coordinating governance procedures

   Council members provided feedback on the draft description
     - Recommended adding more specificity.
     - Suggested clarifying connections with district councils and academic functions.

   - The Council also reviewed charter components including meeting schedules, membership structure, required reports, website expectations, and documentation requirements. Dr. James invited continued feedback on the remaining sections.

Hybrid Meeting Options & Governance Transition
- The Council discussed updates to meeting procedures. Councils may now convene in hybrid format (in-person + Zoom). Co-chairs should notify one another when attending remotely.
- Dr. James provided an overview of the upcoming transition to the Simplified Planning & Governance Model (SPGM) in Spring 2026. Key changes include:
  - Streamlined charters
  - Reduced annual reporting requirements
  - A shift from yearly surveys to biennial Reports of Effectiveness
- She emphasized updating council websites to include essential governance information previously housed in charters (e.g., KPIs, accreditation standards, membership rosters, representation requirements).

Charter Template Implementation & Document Management:
- Dr. James reviewed expectations for councils and committees entering the new governance cycle, noting the need to begin preparing charter updates and effectiveness reports.
- Concerns were raised related to archiving:
  - Members recommended that historical documentation be stored as files rather than as webpages.

4. Information Items

4.1 Report of Effectiveness 2024-25: Assessment Committee
- The Assessment Committee's final Report of Effectiveness for the current cycle was briefly discussed, with members noting progress made and remaining work ahead.

4.2 Report of Effectiveness 2024-25: Program Review
- The Council reviewed upcoming program review expectations.
  - Members shared proposed changes to the program review cycle, suggesting a move from a 3-year cycle to a 5-year cycle with mandatory annual updates.

4.3 2025-2030 New Charter Requirements and Procedures
- Dr. James presented the new SPGM aligned charter requirements and website guidelines, including expectations for documenting:
  - Membership structure and roles
  - Approval processes for new and continuing charters
  - Required website elements and documentation formats

4.4 IEGC Resource Request Ranking: Update
- An update on the IEGC Resource Request Ranking was shared, noting that the Equity Programs Student Support Specialist/ coach position was moved from the budget request list to the staffing request list.

5. Good of the Order

6. Future Agenda Topics
6.1 Reports of Effectiveness (FPDC)
6.2 Data Governance Workgroup Updates
6.3 IEGC Annual Calendar

7. Adjournment
Next Meeting: November 20, 2025, **Time:** 12:50pm to 1:50pm, **Location:** IT-211

Fall 2025 IEGC Schedule		
Meeting Date	**Time**	**Agenda Item Request Deadline**
~~September 25,2025~~	~~12:50–1:50 PM~~	~~September 18, 2025 (5 PM)~~
~~October 23, 2025~~	~~12:50–1:50 PM~~	~~October 16, 2025 (5 PM)~~

| November 20, 2025 | 12:50–1:50 PM | November 13, 2025 (5 PM) |

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.

Council & Committee Charter (2025-2030)

Name of Council/ Committee:

Description (25-50 words):	
Brown Act (Yes or No):	
Meeting Schedule:	
Chair(s):	
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.norcocollege.edu/	

Governance Entity:
Assessment Committee

Charge:
The charge of the Assessment Committee is to facilitate assessment of student learning in instructional programs, and student and learning support services to support the assessment of Guided Pathways.

The Assessment Committee is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below:

2030 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.

- 2025 Objective 8.1 Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real-time.

Sponsoring Council/Senate:
Academic Senate

Co-chairs:
Ashlee Johnson and Roger Perez

Members:
Hayley Ashby, Caitlin Busso, Eric Doucette, Bani Ghosh, Ted Jackson, Ashlee Johnson (co-chair), Stephany Kyriakos, Bibiana Lopez, Jethro Midgett, Roger Perez (co-chair), Timothy Russell, David Schlanger, Calvin Vo, Jude Whitton, and Aldo Yañez Ruiz.

Evaluation of the Survey of Effectiveness:

The results of the Survey of Effectiveness were reviewed and discussed by the committee on May 19th, 2025.

Overall, the committee responses were in agreement, except for communication, where two responses were 'does not apply'.

Discussion: Some members may have chosen 'does not apply' because they are alternates and are not responsible for communicating back to their group.

Suggestion that some individuals may share what they learn when attending committee meetings, but not necessarily everything that voting members would report back to their constituency group.

Feedback ideas for possible implementation:

- Add project team updates as a standing item on the agenda.

- Provide an assessment update to the Academic Senate after every committee meeting.

- Suggestion to put an agenda item suggestion or request form on the committee website.

- Suggestion to provide an institutional report of assessment that includes everything everyone is working on.

- Suggestion to make assessment data visible to all to allow comparison and to improve as an institution.

EMP Goal Alignment and Objective Alignment:

2030 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. 2025 Objective 8.1 Make program, student, and effectiveness data (including assessment) available, usable, and clear so critical data is visible in real-time.

Assessment of Scope and Deliverables:

The purpose of this section is to assess the completion of deliverables defined by NAC's charter during the academic year. During 2024-2025, the committee developed three project teams to make progress on the following three deliverables:

1. Create Assessment V2 Plan of Action.

   • Project Team: AV2- Frequency, Modality, Participants Project Team

   This project team was formed to establish a clear process for completing course outcome assessments. This includes identifying types of observations and guidelines for documentation, as well as developing and designing the forms and fields in Nuventive.

2. Increase participation in Canvas assessment.

   • Project Team: AV1-Training and Support Project Team

   While there has been an increase in participation in using Canvas outcomes to collect data, this project team was established to provide clear and accessible training and support, with a particular focus on collecting assessment data in Canvas. As of the end of 2024-2025, only 15% of course outcomes (Student Level Outcomes) data has been collected in Canvas.

3. Implement an approach for PLO Assessment.

   • Project Team: PLOs, GELOs, AOEs (AKA Legacy) Project Team

- This project team is charged with developing the model for Program Level Outcomes assessment which includes data collection, evaluation, and improvement.

The three project teams will continue to convene and work to complete their tasks in the 2025-2026 year.

Report of Effectiveness 2024-2025

Governance Entity:

Program Review Committee

Charge:

The Program Review Committee is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below:

2030 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.

- 2025 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.

Sponsoring Council/Senate:

Academic Senate

Co-chairs:

Tim Russell

Members:

Quinton Bemiller, Svetlana Borissova, Caitlin Busso, Rosalio Cedillo, Araceli Covarrubias, Vivian Harris, Ashlee Johnson, Starlene Justice, Daniela McCarson, Lindsay Owens, Tim Russell (co-chair), and Dana White.

Evaluation of the Survey of Effectiveness:

Overall, the committee strongly agrees and agrees with all areas of the survey. There was one response:

"I feel that the Program Review Committee is such a cordial group where we can discuss big decisions (such as the switch from a 3 to 5-year program review cycle) in a respectful way, hearing all sides and concerns raised, having thoughtful discussions, and voting on our action items in a reasonable time frame. I think the committee is functioning well." Anonymous committee member

EMP Goal Alignment and Objective Alignment:

2030 Goal 8: 2025 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

Assessment of Scope and Deliverables:

Specific deliverables for the 2024-25 academic years are:

- Implement and support the comprehensive program review submission.

- o 24 Annual Updates to the Program Review were submitted late March 2025, and were accepted by the Program Review Committee on April 24, 2025
- Update and implement a standardized Program Review Rubric.
  - o The standardized Program Review Rubric was created for the most recent Comprehensive Program Review and response from the program and unit leads indicates that the qualitative feedback from the Program Review Committee, using this new rubric, was well received.
- Review and update the Program Review Process for 2024-2027.
  - o During the 2024-2025 Academic Year, the Program Review Committee discussed, wrote, and has added a Credit for Prior Learning (CPL) section to the Program Review Nuventive platform.
  - o Responding to feedback from the most recent Annual Update cycle, the Program Review Committee is discussing the inclusion of program goal update questions to allow programs to update the progress of their goals as necessary.
- Provide training as needed to support the needs of those completing program reviews.
  - o Training was conducted by the Program Review team on an individual basis, as needed.

2025-2030 Objectives and Key Performance Indicators

2030 EMP Goals	2025-2030 Objectives	2030 KPIs
Goal 1: (Access) Expand college access by increasing both headcount and FTES	1.1 Meet or exceed district-set targets for college FTES	1
	1.2 Increase annual headcount by 3% annually	2
	1.3: Increase capture rates from feeder high schools by 4% annually	3
Goal 2: (Success) Implement Guided Pathways framework	2.1 Increase course success rate across all course modalities by 5% by 2030	4
	2.2 Increase Completion of Transfer-Level Math and English by first-time students by 5% annually	5
	2.3 Increase First-term to Second-Term Persistence of first-time students by 3% annually	6
	2.4 Increase the percentage of first-time students who complete a degree or certificate in three years by 3% annually	7
	2.5 Increase the percentage of first-time students who transfer to a four-year institution in three years by 3% annually	8
	2.6 Increase the number of students who receive aid by 6%	9
Goal 3: (Equity) Close all student equity gaps	3.1 Eliminate equity gaps for Black/African American students	10
	3.2 Eliminate equity gaps for Hispanic/Latinx students	11
Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement	4.1 Provide opportunities for professional learning that support equitable student outcomes in a variety of modalities	
Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap	5.1 Ensure alignment of academic programs with living wage careers	12

	5.2 Increase student enrollment in career pathways aligned with living-wage careers	13
Goal 6: (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	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	
Goal 7: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts	7.1 Leverage facilities funding to maximize local project funding availability	
	7.2 Implementation of Sustainable Campus Components	
	7.3 Enhancement and design of spaces that intentionally build community in support of the college mission to improve equitable student success	
	7.4 Enhance transportation infrastructure	
Goal 8: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals	8.1 Coordination with RCCD to refine the Budget Allocation Model (BAM) that allocates funding equitably to support the fulfillment of the college mission	
	8.2 Identify and pursue grants and private donations that support our strategic goals, college mission, and vision statement	

NORCO COLLEGE

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:	4th Thursdays, 12:50 - 1:50 pm (in-person and via Zoom)
Chair(s):	Tenisha James (Man), Ashlee Johnson (Fac), Alex Spencer (CSEA)
Reports and Recommends to:	College Council
Required Reports and Updates:	Annual Prioritization, Accreditation, Institutional KPI Progress, Institution Set Standards, FPDC, NAC, Program Review
Key Performance Indicators/Goals:	Goal 6: Effectiveness, Planning, & Governance
ACCJC Accreditation Standard(s):	1.4 and 4.3
Equity Focus:	Equitable outcomes in student success as measured by Key Performance Indicators
Edition Date:	10/07/2025
Link to council/committee site with Membership Roster: www.norcocollege.edu/committees/iegc/index.html	

Charter Requirements

Charters at Norco College serve two purposes:

- Charters serve as a central location for basic information about each Council and Committee.
- Charters provide a central organizational document to help orient the efforts of Councils and Committees regarding their contributions to the operational and strategic efforts of the college.

All charters contain the following elements:

- Name of Council/Committee
- Description: a 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
- Brown Act: identification of bodies subject to the Brown Act
- Meeting Schedule: regularly occurring meeting schedule
- Chair/Co-Chairs (include constituent group when relevant)
- Reports and Recommends to: the governance entity or office that the council or committee reports and submits recommendations to
- Required Reports and Updates: specific reports and updates related to institutional effectiveness and strategic goals
- Key Performance Indicators/Goals: specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue.
- ACCJC Accreditation Standards: alignment to specific standards that guide the committee or council's work
- Equity Focus: a brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
- Edition Date: date of their most recent revision and dates of previous versions of the charter.
- Link: Provide URL to site with Membership Roster.

Refer to the Charter Procedures (under Governance Procedures) prior to making changes to any of the above charter elements.

Websites

All Councils and Committees of the College are expected to maintain websites related to their group. While other groups should determine on their own whether a website is necessary, in general, groups are encouraged to establish and maintain websites to facilitate communication and openness. Previously, there have been no guidelines on what websites should contain. These guidelines aim to establish a more uniform, college-wide approach to website development and maintenance.

Website Guidelines

All College group websites are expected to have the following elements. Please note that these elements are considered only a starting point and that groups can and likely should include additional information beyond these guidelines to carry out the group's charge best.

The expected elements consist of the following:
- Name.
- A description of the group's purpose and/or the group's mission statement.
- The regular meeting dates, times, and locations, including physical and virtual as appropriate.
- Contact information.
    - The primary contact will likely be the chair or co-chairs.
    - Contact information should include how to submit items for the group's agendas.
- Meeting Schedule
- Committee Members
    - Group Membership should be updated at least annually and ideally at the beginning of each semester.
    - Chairs/co-chairs should be clearly identified.
    - If a group's membership is based on representation from particular College communities, those affiliations may be included (i.e., the Student Representative may be identified as such, or the Representative from a particular School or constituent group may be identified as such).
    - A statement regarding how group members are selected or who is welcome to join the group.
- Planning Documents
    - ☐ Group Charter
    - ☐ Reports
- Archived Agendas and Minutes

Responsibility for Website Updates

All groups with a website should assign a person or team to be formally responsible for updating the website (either directly or by working with College or District IT to implement the updates). While this responsibility will commonly fall to the chair/co-chairs, any group member can perform this task. The person/team assigned should expect to perform the following duties:
- Review the website at the beginning of each semester to identify needed updates. Examples of common updates include:
    - Changes to group roster or membership.
    - Changes or updates to meeting days, times, and locations.
    - Changes to any linked documents, guides, or other resources provided to the community.
- Perform a monthly review and update of the council/committee website to ensure documentation is uploaded and accessible. This includes agendas with documentation and meeting minutes.

- At the conclusion of each term (Fall and Spring), work with the College or District IT for assistance and support as needed to ensure the site is fully functional and up to date.

Charter Procedures

Purpose: To ensure that each governance charter provides accurate and up-to-date information to orient the efforts of the council or committee regarding their contributions to the operational and strategic efforts of the College through regular review and examination of the charter.

Scope: Governance entities can create new charters at any time during the five-year strategic planning cycle. All governance entities shall seek reauthorization of existing charters in years two and four of the five-year strategic planning cycle as part of the Governance Self-Evaluation and Continuous Improvement Process.

Timeline: Each governance entity conducts an annual internal review of its charter for updates and revisions, led by the chair or co-chairs. In years two and four of the five-year strategic planning cycle, each governance entity will participate in the Governance Self-Evaluation and Continuous Improvement Procedures, which includes a formal and in-depth review of the charter in response to the Report of Effectiveness.

Procedures: Charter procedures define the required charter elements as well as the process for review and updating charters. The first set of instructions is for the creation of new charters, followed by the procedures for the reauthorization of existing charters.

New Charter Instructions:

1. **Creation of New Charter**: Any member of a constituent group at the college may propose a new council, committee, or other group that aligns with and supports the College's strategic goals. The following charter elements are required:
   - Name of Council/Committee
   - Description: A 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
   - Meeting Schedule
   - Chair/Co-Chairs (include constituent group when relevant)
   - Membership: names of members and relevant constituent groups (e.g., faculty, classified professionals, etc.) from which each membership is drawn.
   - Key Performance Indicators/Goals: Specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue.
   - Equity Focus: A brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
   - Edition Date: Date of their most recent revision and dates of previous versions of the charter.

- Support Staff: Support staff assigned to the Council/Committee
2. **Feedback and Approval**: The new charter will be presented to the appropriate governance entity (i.e. one of the four leadership councils or Academic Senate) ~~authorizing body~~ to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures.
3. **New Charter Recognition**: New charters are subject to additional approval from the following entities:
   a. **Norco College Academic Senate:** Councils, committees, or other groups that impact 10+1 matters as defined by the Educational Code.
   b. **Office of the President:** Councils, committees, or other groups that direct Norco College employees' time and effort. The Office of the President may also delegate charter approval authority to relevant leadership councils.

Reauthorization of Existing Charter Instructions:

1. **Review Charter Elements**: Each governance entity will annually review the following charter elements to ensure accuracy in composition and purpose, led by the chair/co-chairs.
   - Name of Council/Committee
   - Description: A 25-50 word overview (brief and descriptive) of the Council/Committee's mission or central charge.
   - Brown Act: identification of bodies subject to the Brown Act
   - Meeting Schedule: regularly occurring meeting schedule
   - Chair/Co-Chairs (include constituent group when relevant)
   - Reports and Recommends to: the governance entity or office that the council or committee reports and submits recommendations to
   - Required Reports and Updates: specific reports and updates related to institutional effectiveness and strategic goals
   - Key Performance Indicators/Goals: Specific KPIs or Goals that the Council/Committee has been assigned and the specific KPIs or Goals that the Council/Committee has chosen to pursue
   - ACCJC Accreditation Standards: alignment to specific standards that guide the committee or council's work
   - Equity Focus: A brief statement about how it will contribute to the development of equity at the college, including but not limited to equity-focused efforts, populations, or initiatives.
   - Edition Date: Date of their most recent revision and dates of previous versions of the charter.
   - Link: Provide URL to site with Membership Roster.
2. **Discuss and Document**: The members will discuss the composition and purpose of the council or committee alongside their Report of Effectiveness and document any recommended revisions to the charter via meeting minutes. Groups are encouraged to engage in dialogue and reflection to continuously improve their efforts.

3. **Feedback and Approval**: Charter revisions and recommendations will be presented to the group's governing body to examine and discuss mission alignment and strategic goal alignment, as well as compliance with institutional effectiveness procedures. Minor changes require reporting to the authorizing body, while major changes require approval from the authorizing body.
    a. **Minor Changes**: Changes that do not require approval include:
        i. Meeting schedule and location
        ii. Changes in members or co-chairs
            1. Per Senate bylaws, approval is required if a Senate committee wishes to name a non-faculty member as a co-chair.
    b. **Major Changes:** Changes that require approval include:
        i. The identity of support staff for Senate committees as required by Academic Senate bylaws
        ii. Group Name
        iii. Group Purpose
        iv. Membership structure
        v. Strategic alignment
        vi. Change in authorizing body
4. **Charter Reauthorization**: Once the authorizing body approves the revised updates and changes, the charter is reauthorized and formally recognized as a governance entity. Any group that does not seek reauthorization or is not granted reauthorization should no longer convene.