



Institutional Effectiveness & Governance Council

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

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

Council Members (total#13)

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

Council Members Not Present: Ms. Lisa Quilan

Guest(s): Mr. Brendan Beirne and Ms. Selena McKay-Davis

Recorder: Desiree Wagner

Quorum: # 7

Subject to Brown Act: No

1. Call to Order: The first Institutional Effectiveness & Governance Council (IEGC) meeting of the Fall 2026 semester was called to order by Dr. Tenisha James at 12:52 PM.

2. Action Items

2.1 Approval of Agenda

- MSC (Motion- Mr. Dan Reade /Second- Dr. Tim Russell).
- The Council reviewed the September 24, 2026, agenda.
- The agenda was approved by consensus.

2.2 Approval of May 28, 2026, Meeting Minutes

- MSC (Motion- Mr. Brendan Beirne /Second- Dr. Hayley Ashby)
- The Council reviewed the May 28, 2026, meeting minutes.
- A correction was requested to update Mr. Zander Allport title to “Dr. Zander Allport.”
- Action: May 28, 2026, meeting minutes were approved with the noted correction.
- Follow-Up: Desiree will update May 28, 2026, meeting minutes to reflect the corrected title.

2.3 Planning & Development Resource Request Prioritization Ranking – First Read

- MSC (Motion- Dr. Tim Russell /Second- Mr. Eric Doucette)
- The Council reviewed and discussed the Planning & Development Division's Fall 2026 resource request prioritization ranking as a first read.
- **The resource requests discussed included:**
 - EOPS Computers – \$4,000
 - Equity Pathways Programming/Conference – \$25,000
 - Program Review – \$5,000 (In Progress)
 - Norco Teaching Institute – \$30,000 (In Progress)
 - Full-Time Research Analyst – Office of Institutional Effectiveness
- The rationale for the additional Research Analyst position included increasing the Office of Institutional Effectiveness' capacity to provide timely data and analysis supporting collegewide planning, assessment, strategic plan and KPI monitoring, equity-focused programs, program evaluation, assessment, and data governance.
- The Council discussed the requests in relation to institutional priorities, strategic planning, equity, professional development, institutional effectiveness, and resource allocation.
- Action: The Council approved the Planning & Development resource request prioritization ranking.

3. Discussion Items

3.1 IEGC Charter Review

- Dr. James presented the IEGC Charter Template and reviewed the Council's purpose, membership, responsibilities, required reports and updates, and alignment with the 2025–2030 planning cycle.
- The IEGC Charter identifies the Council's responsibility to monitor institutional progress toward strategic goals and objectives, support academic quality and integrity, ensure institutional effectiveness, and coordinate governance and procedures. The Council makes recommendations to the College Council and Vice President of Planning & Development.
- Members discussed the importance of maintaining alignment between the Council's work, the College's strategic goals, and assigned accreditation standards.

3.2 Classified Professional Co-Chair

- The Council discussed the vacant classified professional co-chair position.
- Members reviewed the role of classified professional representation within the IEGC and discussed the traditional practice of rotating co-chair responsibilities approximately every two years. It was noted that the rotation has historically been approximately two years but is not established as a strict term limit.
- The Council also discussed the relationship between the classified professional co-chair role and professional development responsibilities, including the Faculty Professional Development Committee (FPDC).
- The need to identify a classified professional co-chair was emphasized to ensure appropriate representation and continuity of governance leadership.
- Next Step: Classified professionals will convene to discuss and select a new classified professional co-chair for IEGC.

3.3 IEGC Strategic Goal & Accreditation Alignment

- Dr. James presented the IEGC Strategic Goal & Accreditation Alignment reference.
- The Council reviewed the relationship between IEGC responsibilities and the following strategic goals:
 - **Goal 3 – Equity:** Eliminate equity gaps for Black/African American students.
 - **Goal 3 – Equity:** Eliminate equity gaps for Hispanic/Latinx students.
 - **Goal 4 – Professional Development:** Provide professional learning opportunities that support equitable student outcomes.
 - **Goal 6 – Effectiveness:** Establish meaningful goals and use disaggregated data to support quality, continuous improvement, and innovation.
 - **Goal 6 – Effectiveness:** Support clear and effective governance practices that provide meaningful participation and inclusion.
 - **Goal 8 – Resources:** Identify and pursue grants and private donations that support strategic goals, mission, and vision.
- The Council also reviewed the ACCJC standards assigned to IEGC:
 - **Standard 1.2** – Institutional improvement, innovation, and successful outcomes.
 - **Standard 1.4** – Resource allocation, innovation, continuous quality improvement, planning, and evaluation.
 - **Standard 3.2** – Professional learning aligned with the mission and institutional goals.
 - **Standard 4.2** – Clearly defined decision-making roles, responsibilities, authority, and stakeholder participation.
 - **Standard 4.3** – Effective and consistent decision-making structures supporting collaboration, innovation, and student success.
- Discussion emphasized the importance of connecting council work, planning and evidence of continuous improvement to the College's strategic goals and accreditation standards.
- The Council also discussed the College Council to review accreditation standards broadly to identify opportunities for support, monitoring, and coordination across councils and committees.
- Next Step: IEGC will establish a standing agenda item to discuss strategic alignment and the accreditation standards assigned to the Council.

3.4 Professional Development Updates & Alignment

- The Council discussed professional development assessment and the alignment of professional development activities with the College's strategic and equity goals.
- Members discussed the need for clearer assessment measures demonstrating the impact of professional development efforts, particularly where activities are intended to support specific equity goals.
- The discussion included coordination among professional development initiatives such as:
 - Faculty Professional Development Committee (FPDC);
 - Teaching and Learning Center (TLC);
 - Norco Teaching Institute (NTI); and
 - First Fridays.
- Dr. Deshonna Harsch noted the need for professional development presentations to more clearly demonstrate assessment connected to specific equity goals.
- The Council discussed the potential integration of NTI into the first-year faculty development program and opportunities to strengthen coordination and strategic oversight while maintaining appropriate operational flexibility.
- The discussion emphasized the importance of demonstrating measurable progress toward strategic goals rather than focusing solely on participation or completion of professional development activities.

4. Information Items

4.1 2025–2030 Charter Template

- The Council reviewed the revised 2025–2030 Charter Template and discussed the expectation that leadership councils and committees transition to the revised template.
- The revised governance materials emphasize the importance of clearly identifying each council's purpose, membership, reporting relationships, required reports and updates, strategic goals, accreditation standards, and equity focus.
- Next Step: All leadership councils and committees will submit a new charter using the revised template and align the charter with the College's five-year strategic plan.

4.2 All-College Co-Chair Communication

- The Council discussed the September All-Council Monthly Update and the importance of consistent communication regarding governance expectations.
- The communication emphasizes beginning-of-semester charter review, membership review, accreditation and strategic alignment, agenda practices, website maintenance, and the distinction between strategic governance and operational implementation.
- The Council also discussed the expectation that council and committee agendas, supporting documentation, and minutes remain current and accessible.
- Governance guidance indicates that minutes should provide a full meeting record while remaining brief and accessible, including decisions, deliberation surrounding decisions, and summaries of information and discussion items.
- Next Step: All leadership councils and committees will ensure that meeting agendas, minutes, and other governance information are updated monthly and accessible to the public.

4.3 Program Review Cycle Alignment with Strategic Planning

- Dr. Tim Russell and Dr. Hayley Ashby provided an update on the proposal to shift the Program Review cycle from three years to five years to better align with the College's five-year Strategic Plan.
- The current three-year cycle consists of a comprehensive Program Review followed by two years of optional Annual Updates. The Program Review Committee identified a misalignment between the three-year Program Review cycle and the five-year Strategic Plan, which can result in programs beginning a review under one set of strategic goals and KPIs and continuing after a new Strategic Plan has been adopted.
- **Proposed Five-Year Cycle**
 - The proposal would:
 1. Move the full Program Review from a three-year to a five-year cycle beginning in 2026–2027;
 2. Begin the cycle one year after a new Strategic Plan starts, when new objectives and KPIs are available; and
 3. Require streamlined Annual Updates each year between full Program Reviews.
- The Council discussed the importance of ensuring that the revised process provides meaningful

opportunities for continuous improvement, planning, and decision-making while reducing unnecessary process burden. Members emphasized the importance of demonstrating concrete benefits to programs and planning beyond compliance and process completion.

- Annual Update checklists are being developed for Instruction, Student Services, and Administrative Areas and will be aligned with the updated Program Review template.
- The Assessment Committee also supports aligning the assessment cycle with the Strategic Plan and Program Review cycles. The Assessment Committee approved the proposed change on September 16, 2026.
- The Council discussed the need for implementation support, including training, self-paced materials, workshops, virtual sessions, drop-in opportunities, How-To videos, and resource lists. The proposal will continue through campus dialogue and will be presented to Academic Senate for approval prior to implementation.
- Next Steps: Dr. Tim Russell and Dr. Hayley Ashby will present the proposed five-year Program Review cycle to Academic Senate at the next meeting.
- The discussion included ensuring that Faculty are clear regarding the value of the Program Review process, specifically as it relates to department/discipline funding and strategic goal advancement.
- The Program Review Committee will update Annual Update checklists to align with the revised Program Review template.
- The Program Review Committee will develop training documents, a glossary of terms, and How-To videos to support implementation of the revised process.
- **Dr. James called for a motion to extend the meeting by five minutes.**
- MCS (Motion- Dr. Deshonna Harsch /Second- Ms. Charise Allingham). Motion carried

4.4 Governance Evaluation Procedure and Timeline

- Dr. Hayley Ashby presented the revised Governance Evaluation Procedure and timeline for Fall 2026 through Spring 2027.
- The Council discussed the purpose of the governance evaluation process as a continuous improvement cycle that moves from feedback to action. The process includes surveying members, discussing results, documenting improvements, approving and forwarding the Report of Effectiveness, and implementing identified improvements.
- The Council discussed IEGC's role in reviewing governance evaluation results across leadership councils to identify broader opportunities for governance improvement and alignment with ACCJC Standards 4.2 and 4.3.

Governance Evaluation Timeline:

- **October 12, 2026:** Survey of Effectiveness launches.
- **November 1, 2026:** Revised Report of Effectiveness form is distributed to co-chairs.
- **Last Fall 2026 Meeting:** Councils and committees review survey findings, charter alignment, strengths, and recommended improvements.
- **End of Fall 2026:** Co-chairs complete the Report of Effectiveness.
- **First Spring 2027 Meeting:** Councils and committees approve the Report of Effectiveness and forward it to the appropriate governance body.
- Dr. Ashby explained that the revised Survey of Effectiveness shifts the focus from meeting satisfaction and logistics toward governance effectiveness.

The revised survey includes five areas:

1. Purpose & Strategic Alignment
 2. Participation & Inclusion
 3. Information & Decision-Making
 4. Communication & Transparency
 5. Impact & Continuous Improvement
- The Council discussed the importance of using survey results to identify meaningful improvements in governance structures and practices rather than treating the survey solely as a compliance activity.
 - The revised process is also intended to support alignment with ACCJC Standards 4.2 and 4.3 regarding clear roles, meaningful stakeholder participation, relevant perspectives, and effective decision-making structures.
 - Next Steps: Dr. Ashby will coordinate the launch of the revised Survey of Effectiveness on October 12, 2026.
 - All councils and committees will review survey results and discuss improvements at their final Fall 2026

meeting.

- Co-chairs will complete the Report of Effectiveness by the end of the Fall 2026 semester.
- Councils and committees will approve the Report of Effectiveness at their first Spring 2027 meeting.
- IEGC will conduct a broad review of Survey of Effectiveness results across leadership councils in Spring 2027 to identify opportunities to improve governance structures and processes.

5. Good of the Order

- The Council thanked Ms. Caitlin Busso for her years of service as a council member. This was Ms. Busso's last council meeting as she has accepted the Dean of Institutional Effectiveness position at Santa Monica College.

6. Future Agenda Topics

- Strategic alignment and IEGC accreditation standards;
- Classified professional co-chair selection;
- Professional development alignment and assessment;
- Five-year Program Review cycle implementation;
- Governance Evaluation Procedure and Survey of Effectiveness;
- Cross-council review of governance effectiveness;
- Strategic planning and institutional effectiveness updates.

7. Adjournment: 12:57pm

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

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

IEGC Purpose

The Institutional Effectiveness & Governance Council (IEGC) coordinates, discusses, and makes recommendations regarding functions, plans, and activities related to mission, academic quality, institutional effectiveness, institutional integrity, leadership, and governance. The IEGC provides leadership and retains responsibility for ACCJC Standards I and IV, while serving as a communication link to the rest of the college regarding strategic and operational matters associated with their assigned Educational Master Plan objectives. The IEGC makes recommendations to the College Council, Academic Senate and the Vice President of Planning & Development.