



**Institutional Effectiveness Committee (IEC)
MINUTES
June 1, 2026 – CI 159 and Zoom (hybrid)**

Committee Members:

Committee Co-Chairs:

Lan Hao..... P
Dan Volonte..... P

Management:

John Albert..... P
Jack Bechham..... P
Eric Calderon..... P
Jeremy Clark..... P
Claudette Dain..... P
Dana Hester..... P
Kim Orlijan..... P
Richard Rams..... P
Gerald Sequeira..... P
Ty Thomas..... P

Academic Senate President:

Lisa Villa..... P

Faculty:

Catie Besancon..... P
Anh Nguyen (on leave)..... A
Becky Rudd..... A

Supervisor/Confidential:

Rosario Garcia..... P

Classified:

Jennifer Blackburn..... P
Yueyi Huang..... A
Trevor Tolliver..... P

ASCC:

Aimee Ortiz-Ramirez..... P

Guests:

Tommy Reyes..... P

1. April 20, 2026 Meeting Minutes Review

The minutes were approved as presented.

2. Accreditation

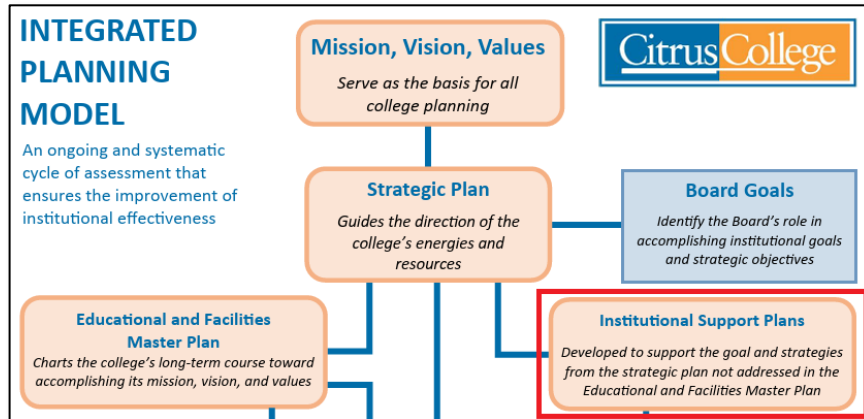
ISER writing will begin in fall 2026. No further report.

3. Integrated Planning Manual Review

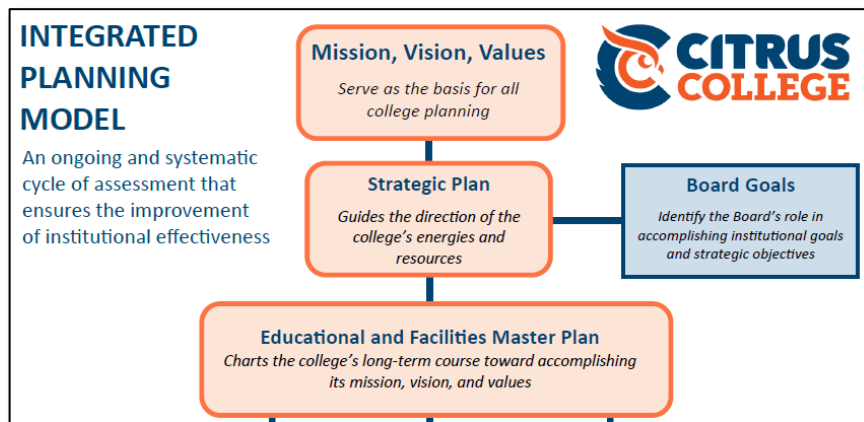
Lan thanked the shared governance committee chairs and members for their feedback and edits thus far since the Manual's review was announced at the April 20 IEC meeting. Feedback and edits have been noted as comments to the working copy, and were reviewed one-by-one during today's IEC meeting.

Today's discussion began by looking at the **Integrated Planning Model**. The Model is a one-page graphic within the Manual (page 7) preceded by a detailed narrative (pages 5 and 6). The Model depicts the relationship of the college's planning process components with the mission, vision and values as the foundation. Other components include (by order of prominence): major, long-term plans and their implementation; plans required by the Chancellor's Office and institutional support plans; program review; and finally, resource allocation.

- A. **Below:** The current Integrated Planning Model (upper portion only). The Institutional Support Plans piece (red box) is not part of the planning process, it merely describes the purpose of the three institutional support plans (Human Resources Plan; Technology Plan; Sustainability Plan). It has subsequently been removed.

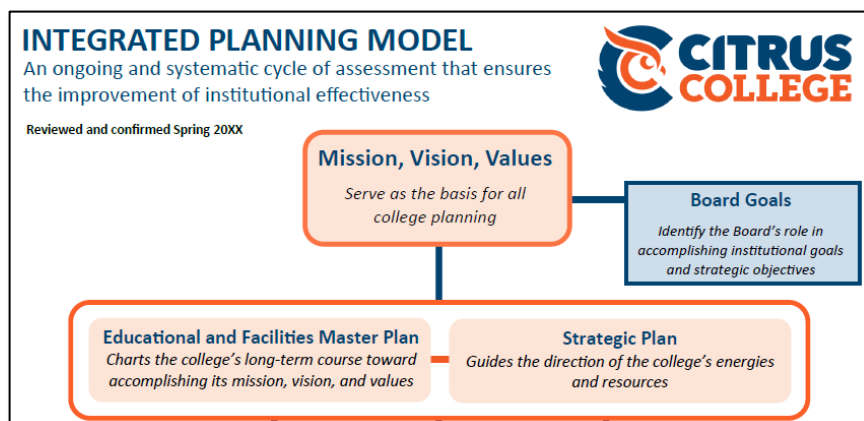


- B. A change in the Model structure was suggested during the April 20 IEC meeting discussion. **Below:** This version was shared during the June 1 IEC meeting.

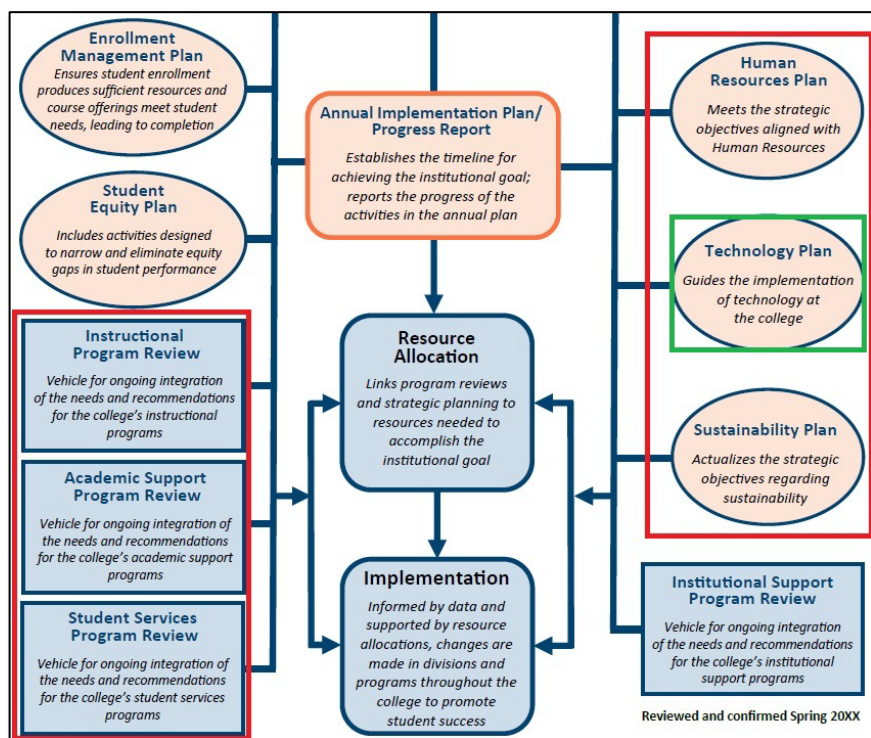


- C. During the June 1 IEC meeting discussion, a suggestion was made to display the EFMP (10-year plan) and Strategic Plan (5-year plan) on the same line, horizontally. This way, they will appear more as counterparts. The group was in favor of this suggested change.

Below: The revised model post-IEC discussion.



- D. Below:** It was suggested that description consistency within some elements, as shown within the three program review boxes on the lower-left, should be followed when describing the three institutional support plans on the right. Consider using “guides” or “guidance” language adopted from the Technology Plan and modified to fit each plan.



The group began reviewing the remainder of the Integrated Planning Manual. Meaningful edits are noted below.

- **Table of Contents page:**
 - All appendices (A – D) will be removed from the Manual and posted on the college’s website. This change was previously discussed and agreed upon by the Program Review Committee this spring.
 - Appendix A** – Program Review Calendar
 - Appendix B** – Comprehensive Program Review Cycle
 - Appendix C** – Program Review Resource Request Flow Chart
 - Appendix D** – Program Review Resource Request Process Narrative
- **Integrated Planning Model (narrative), pages 5 and 6:**
 - Page 5, paragraph 2, third sentence: Revise the sentence using the 2026-31 Strategic Plan tagline – “Our roadmap to increasing access, success and belonging.”
 - Page 6, last sentence: Change to “Informed by data and **program review [added]**, and supported by resource allocations, changes are made in divisions and programs throughout the college to promote student success.”

NOTE: Pages 8 – 17 of the Manual define essential components of the overall planning process (e.g., mission, vision and values; board goals; individual plans). The template for each of these pages includes five specific sections:

1. Purpose

2. Process

3. Timeline

4. Initiation/Completion

- Over the course of the meeting, changes to this section name were suggested. The change will be consistent for all pages using this template. The change may also affect the definition on the right. A final decision was not made.
 - a. “Implementation by” then later
 - b. First line – “Initiation by”; Second line – “Implemented by”
 - c. “Responsible parties”

5. Recommendations to

• **Strategic Plan, page 9:**

- Remove references to strategies. The new Strategic Plan does not include strategies.
- **Initiation/Completion** section – Replace “...an ad hoc committee of the Steering Committee” with “...the Strategic Planning Taskforce, an augmented group from the Steering Committee

• **Student Equity Plan, page 13:**

- **Purpose** section – A proposed change to the first sentence. “The Student Equity Plan is written with specific targeted populations in mind.” The SEAP Leadership Team will be consulted for the newly proposed language.
- **Process** section – second bullet point: change “address gaps in student achievement” to “address equity gaps.”
- **Initiation/Completion** section – change to “Initiated by the Dean of Counseling Programs and Services and the Director of Student Equity and Success Programs, monitored for completion by the Student Equity and Achievement Committee.”

A comment was made stating that listing the titles of responsible parties may be cumbersome and not consistent with the other plan pages.

- **Recommendations to** section – add two groups “Associate Students of Citrus College (ASCC)” and “Academic Senate.” These groups will precede Student Services Committee.

• **Sustainability Plan, page 14:**

- **Recommendations to** section – change the name of the first group to “Physical Resources and Safety Committee”

• **Technology Plan, page 15:**

- **Initiation/Completion** section – change title to “Chief Technology Officer”

- **Program Review, page 17:**

- **Purpose** section – begin the purpose with this new language: “Includes four major college areas that conduct program review: Instruction, Institutional Support, Academic Support, and Student Services.”
- **Process** section – add this language after second sentence: “Comprehensive reviews will be reviewed by the appropriate manager, shared with the Steering Committee, and posted publicly for transparency.”
- **Initiation/Completion** section – change to “Initiated by the program review coordinator and reviewed by the appropriate manager and/or shared governance committees and publicly posted for transparency.”
- **Recommendations to** section – replace “Program Review Committee” with “Program Manager.”
- Final paragraph – replace “are included as appendices A through D” with “are posted online on the Program Review page.”

Updated hyperlinks and new photos will be added throughout the Manual.

4. Proposed IEC Meeting Schedule for 2026-2027

9/28/26	2/22/27
10/26/26	3/22/27
11/23/26	4/26/27
	5/24/27

Meeting adjourned.

Future meetings for 2025-26:

None

NOTE: This meeting’s supporting documents including the recording and chat transcript are available upon request. Please email irpe@citruscollege.edu.