



**Institutional Effectiveness Committee (IEC)
MINUTES
September 28, 2026 – CI 159 and Zoom (hybrid)**

Committee Members:

Committee Co-Chairs:

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

Management:

John Albert A
Jack Beckham P
Eric Calderon..... P
Claudette Dain..... P
Dana Hester P
Lisa McPheron..... P
Kim Orlijan..... P
Richard Rams..... P
Gerald Sequeira P
Ty Thomas A

Academic Senate Representative:

Sonia Kibbe P

Faculty:

Catie Besancon..... P
Anh Nguyen P
Becky Rudd..... P

Supervisor/Confidential:

Rosario Garcia P

Classified:

Yueyi Huang P
Trevor Tolliver P

ASCC:

Stella Ho P

Guests:

Brenda Fink..... P
for John Albert

Introductions

All members in attendance introduced themselves and stated their role at the college.

1. June 1, 2026 Meeting Minutes Review

The minutes were approved as presented.

2. 2026-27 Purpose Statement

The 2025-26 IEC Purpose Statement was reviewed prior to this meeting, and routine edits were made (e.g., academic year, membership, and formatting). The marked-up version was shared and discussed.

- General Responsibilities
 - Item #4: Replace ~~[Deleted: Every other year]~~ with [Added: Periodic]
- Responsibilities
 - Item #2: The ACCJC standards review has been completed. The new #2 is: [Added: Design and implement a survey to gauge the effectiveness of the new Program Review templates.]

The revised IEC 2026-27 Purpose Statement was approved by the committee and will be presented for a first reading at the October 12 Steering Committee meeting.

3. Accreditation

The college's accreditation liaison officer began by thanking the IEC for completing a thorough review of the ACCJC 2024 accreditation standards over the last year and recording myriad suggested evidence to show the college is meeting each standard. Narratives for each standard will be drafted citing the evidence. The narratives will be compiled into the Institutional Self-Evaluation Report (ISER).

Preparing for accreditation can be approached in a positive sense, and as a reflective process instead of a daunting task. The preparation process may reveal areas for improvement or shed light on processes that can be accomplished more efficiently. It can be considered an opportunity to strengthen what we are already doing well. The college has approached the task incrementally.

In spring 2026, the standard co-lead teams compiled lists of what they believe to be the best pieces of evidence for each standard. The teams will be writing the narratives, and citing evidence describing how the college meets each standard. This past September, a training was provided for the standard co-lead teams wherein guidance was provided on how to address and begin the narrative writing process.

There are two initial sections members of the accreditation leadership team will be writing. These sections will include selected outstanding accomplishments the college plans to highlight from within the ISER.

ISER Format: In the past (2021 and before), it was common for the total number of pages in the ISER to be in excess of 300. Page limitations are now in place. This will make the task of writing more manageable for the writing teams and the review process less time consuming for the visiting peer review team. Because of the new page limitations, the evidence being cited will not be extended lists. Instead, there will be fewer, more overarching pieces of evidence with some exceptions. Viable evidence will be uploaded to a designated Teams folder. Within the ISER, the evidence being cited will be hyperlinked. Tables and graphs are permissible and are excluded from the page limitations.

Timeline:

- By December 2026 – An ISER draft will be completed
- During winter 2027 –
 - Members of the accreditation leadership team will write the 3-page (approximately) themed summary
 - High-level editing of the entire report will be completed
- February 2027 – The ISER will be presented to shared governance groups for review (e.g., IEC, Academic Senate, Steering Committee) for feedback
- Spring 2027 – A campuswide open forum will be held providing a high-level overview and to collect additional feedback
- June 2027 – Steering Committee review and approval
- September, October 2027 – Board of trustees first and second read
- November 2027 – Submit the ISER to the ACCJC (the deadline is December 2027)

Lastly – The ACCJC is in the process of moving to a 10-year cycle between member college accreditation visits with the requirement of a thorough 5-year midterm update. Citrus College is currently completing a 7-year cycle.

4. Integrated Planning Manual Review Continued

Edits mentioned during the June 1 IEC meeting have been incorporated into the newest version of the 2026-2028 Integrated Planning Manual. Additional changes, highlighted in yellow of the version displayed during today's meeting, were shared with the group.

- New pictures were added throughout the manual
- The revised Integrated Planning Model was shared. It includes changes consistent with what was discussed at the June 1 meeting, and the college's new annual implementation process of the strategic plan beginning in fall 2026.

Additional significant edits made during the discussion are noted below. To maintain brevity throughout these minutes, only new, substantial edits are noted.

- In the Model, the language describing the Sustainability Plan was changed to read: "Guides the implementation of sustainability programs and projects."
- For each page highlighting a plan, there are five areas describing the
 1. Purpose
 2. Process
 3. Timeline
 4. ~~[Deleted: Initiation/Completion]~~ Now "Responsibility"
 - Changing the area in this way properly conveys who is the steward for initiating, completing, and implementing the plan
 5. Recommendations to
- Strategic Plan
 - Purpose: The third statement has been changed.

New language – "Develops the measurable objectives and focus areas, which serve as the foundation for other college plans"
 - Process: The first bullet point was simplified to reflect the new annual implementation process of the strategic plan. An annual implementation plan document will no longer be developed and published.

New language – "Activities are developed annually to implement the focus areas"
- Sustainability Plan
 - Process: Bullet points – modify the third; remove the fourth

New language for third bullet point – "Encourage collegewide participation in sustainable practices"
- Human Resources Plan
 - Purpose: First statement changed.

New language – "Address the appropriate focus areas in the strategic plan aligned with human resources"
- Program Review
 - Timeline:

New language –
"Annual Update"
"Comprehensive Review every three years according to [this schedule](#)"

Meeting adjourned.

Future meetings for 2026-27:

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

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