



College of the Canyons
Institutional Effectiveness and Inclusive Excellence (IE)²
Steering Committee - Meeting Minutes
October 9, 2024, 3:15-5:00pm

1. Welcome

- Meeting Theme: In our “Redesign Era”: Designing (IE)²’s Role in a New College Governance Model

2. Overview

- (IE)² Committee and Canyons Completes
 - Sub-committee of the College Planning Team working in partnership with constituencies across campus to ensure commitment to improving the student experience
 - Hold working meetings open to faculty, staff and students interested in supporting student progress and success during the fall and spring semesters
- COC’s Guiding Principles for Redesigning Student Experience. Students are navigating the responsibilities of work, school, and both family and social commitments. It is paramount that we adopt practices that reduce barriers and seamlessly incorporate support services to keep students on their path.
 - Design a valuable, supportive and welcoming environment throughout the student experience at every step of their journey at College of the Canyons
 - Cultivate a student-centered mindset through college
 - Structurally support students to address the broader life challenges that affect their ability to focus on and complete their educational goals
 - Engage all faculty and staff in the Guided Pathways work through a variety of mediums, including monthly forums and podcasts
 - Not let the perfect become an enemy of the good as we redesign the student experience
- The vision for the redesigned student experience
 - We want all degrees, transfer and certificate seeking students to have a dedicated student success team
 - We want students to feel welcomed and to be able to make positive and personalized connections with all college employees
 - We want to create a student-centered and holistic experience that includes reorganizing faculty, services and programs
 - We want students’ onboarding and advising experiences to connect to our Canyons Completes (Guided Pathways) framework
 - We want students to have a personalized, long-term connection to their success team



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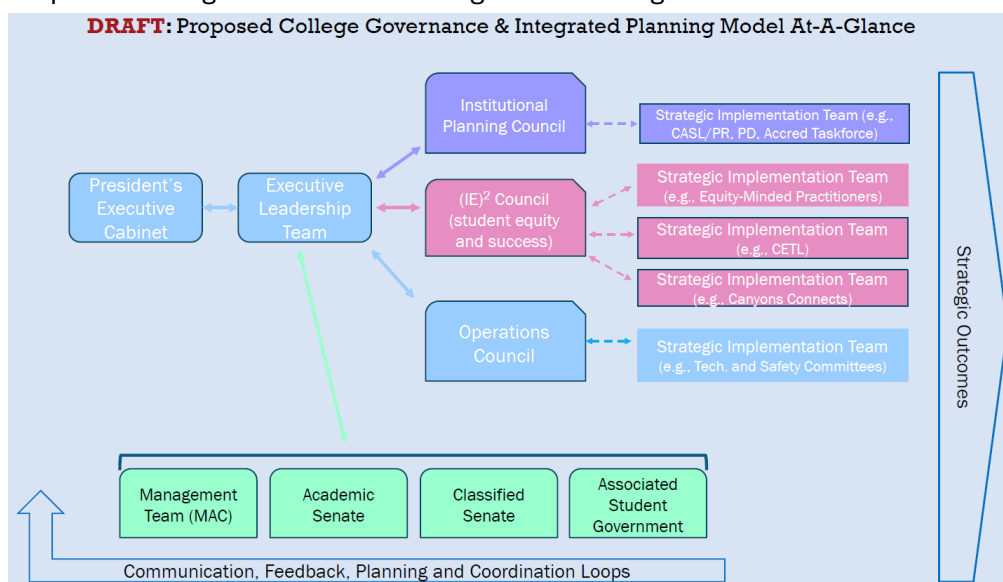
- We want to purposefully identify essential experiences for all students coupled with individualized support based on student needs
 - Canyons Completes Action Plan Projects 2021/22-2023/24
 - Intercultural Center
 - Student Alliances
 - Program Mapper
 - Racial Equity for Adult Credentials in Higher Education (REACH)
 - Folio Thinking (powered by PebblePad)
 - Integrative and Project-Based Learning
 - Student Support Engagement: Canyons Cares
 - Ujima Scholars (Black Student Success Team)
 - Canyons Connects
3. Institution-Set Standards for ACCJC Annual Report 2025
- Omar Torres provided an update to the Institution Set Standards and Stretch Goals. This resource file can be accessed on our Intranet site [Institutional Effectiveness & Inclusive Excellence](#)
 - Our college is required to set standards for ourselves to see how we measure up to those standards, including some aspirational stretch goals in various categories.
 - We monitor the information on an annual basis, reporting it on the ACCJC annual report. Periodically, we want to evaluate what we have set for ourselves in terms of benchmarks, standards and stretch goals to decide if adjustments are needed.
 - We're working on the midterm report this fall and next spring, with the goal of having a draft completed sometime after spring break. We'll revise the draft during the latter portion of the spring 2025 semester and then finalize the draft during the summer.
 - We will present the final draft to the Academic Senate, Classified Senate, ASG and the Board of Trustees before submitting to ACCJC.
 - The plan is to reevaluate the standards and set goals every 2-3 years moving forward.
4. College Governance and Integrated Planning Model
- Context Setting:
 - Year-long Discussions: Engage in discussions to reflect, reimagine, and redesign the Participatory Governance and Integrated Strategic Plan model.
 - Focus on Equity: Center on equity and core values of the college.



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- 2019 Example: Committee on Committees aimed to streamline 80+ committees and improve communication.
- Current Issues: Many committees lead to disconnected planning, lack of voice, duplicity, and lack of transparency.
- Opportunity for Improvement: Identify successes and areas for improvement in the prior governance model
- Streamline Processes: Aim to streamline processes, increase stakeholder engagement, and efficiently use resources.
- Redesign Goal: Maximize institutional effectiveness through a new governance model that improves decision-making and integrates strategic plan implementation.

• **Proposed College Governance & Integrated Planning Model At-A-Glance**



- **Redesign process leverages existing efforts**
 - Existing committees/teams such as EEO, (IE)², PAC-B, Technology Committee, Executive Cabinet, MAC, Classified Senate, Academic Senate, CASL/PR, Equity-Minded Practitioners, Enrollment Management, etc.
 - Committee on Committees Meeting Agenda and Minutes Templates
- **New opportunities**
 - Better align efforts with Institutional Goals and priority areas.
 - This new model and plan would replace the Decision-Making Guide but we can maintain elements of the current DMG that folks like and think serve well in the new plan.
 - Examine committee structure and streamline to essential committees. Some committees may remain but could be a “strategic implementation



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team” or workgroup (e.g., Anti-Racism Speakers Series could be a workgroup of Equity-Minded Practitioners).

- Incorporate a “Campus Input Form” that can be submitted by an individual, department or committee. This form would describe the issue or concern, suggest a possible solution and then be routed to the Process Coordinator (VP of IRPIE and President) who then routes to the appropriate team or council.
- Guiding Principles for Redesigning the College Governance and Integrated Planning Model (draft)
 - We will acknowledge our fears, opportunities and advantages in redesigning the College Governance and Integrated Planning model.
 - Design a governance and integrated planning model that demonstrates the college’s commitment to Inclusion, Diversity, Equity, Anti-Racism and Accessibility and offers a supportive and welcoming environment throughout the student experience at every step of their journey.
 - Design for function, not the people we have right now.
 - Be mindful of the planning impact on the Student-Centered Funding Formula.
 - Engage constituent groups, including the Associated Student Government, in the redesign through existing committee meetings as well as additional “open office hours” to gather feedback.
 - Not let the perfect become an enemy of the good as we redesign the Participatory Governance and Integrated Planning model.
- The College of the Canyons Participatory Governance and Integrated Strategic Planning model works to:
 - Ensure faculty, staff, administrators, and student stakeholders, are afforded opportunities to materially participate in the decision-making processes for the College.
 - Representatives’ opinions are afforded reasonable consideration in the formulation of any resulting decisions.
 - Help ensure decision-making processes are occurring through transparent mechanisms supportive of respectful dialogues, critical inquiries, and constructive feedback.
 - Seeks to improve cross-campus communication and involvement through the regular meetings of stakeholder leadership, uniquely positioned to disseminate information back to their constituencies.
 - Provide a safe space for all members of the campus community to discuss College decisions and can help identify appropriate avenues for continued and effective participation within the college governance structures.



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5. Breakout Room Reflection on the Proposed Governance Model and the (IE)² Committee's Role

Breakout Room Prompts/Responses:

- a) What are your general reactions to the proposed governance model?
- How does the info get disseminated?
 - Confused and overwhelmed about the new structure.
 - I'm not sure what the current structure is and who is on the Executive Cabinet.
 - Opening Day was the first time to visually see the Executive Cabinet.
 - 80+ committees-some do not rise to a full functioning "committee". It is a buckshot right now. What committees can be merged to streamline the process? Working on trying to simplify.
 - The question is who the Executive Leadership Team is and if the MAC, Academic Senate, Classified Senate and ASG report back to the Executive Leadership Team. Are there leaders on each of the councils?
 - This is a more coherent design rather than Ad Hoc committees starting to address new topics as they come up. Beneficial to have this structure but need to define what a "committee" is.
 - What are the decisions being made and at what level of this model?
 - How will the information be relayed? Is it an advisory committee?
 - What is the process of choosing the decision-making team?
 - What is the involvement of the Board of Trustees?
 - What is the standardized process driving the conversation amongst these groups? Is there a formal checklist to assess?
 - What is the ethical component of the budget on this nature?
 - Is this new governance model committee (re-)shuffling or can it support trimming, creating, and/or merging committees?
 - The sentiment seems to be that 80 college committees is too many. Is there a target number or target range? How many is too many? Too few?
 - Looking at the governance model, are the groups on the right workgroups of the councils in the middle of the diagram?
 - We explored "How is this model different from the current model?"
 - The new model has a coherent design vs. "the wild west."
 - The new model seems structured for new purposes.



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- The new model has a hierarchical pattern, which may facilitate decision making. What is the decision tree when someone develops an idea for a new committee or a new process? Where would they go to pursue their idea?
- Where are decisions made? Does the answer depend on the topic of the decision?
- We wondered if the top purple council, called “institutional planning council” was more focused on “instruction” than “institution.”
- We weren’t sure what the function and responsibilities of the new (IE)2 would be.
- There were concerns some of the (IE)2 functions might disappear.
- There were concerns that the committee might be repurposed or redesigned significantly.
- The group also felt there was an opportunity to redefine the committee and refine goals.
- b) How do you see the (IE)2 committee operating within this model?
 - IE2 should be the operator or mechanism of communication between all the councils.
 - Equity and success seem divorced from the other two councils. How can we make it clearer that equity and success are integral to all of the councils?
 - The model itself has birthed out of IE2, so it is a bit confused on where it would be housed out of. Assuming IE2 Council student equity and success?
 - Take out what is currently in IE2 because it will no longer be a working committee?
 - Will someone from IE2 be involved in these areas guiding conversations?
 - We see that ASG is included but what about other students on campus.
- c) Are there elements of the current governance model that you want to see reflected in the new model?
 - Do some of the categories need to be eliminated from the current governance. Like what happens to external mandates? Do some of these get nested?
 - Is there an opportunity to resurrect the work done by the committee formerly called Skills for Success?
 - We want to make sure that we are not falling back into old decision-making patterns of top-down governance. How do we ensure that all voices will be heard?
- d) What do you want to see in a new model that we do not currently have?
 - Define institutional goals at the Executive Cabinet level and feed them through the councils. Will help to provide more direction.
 - Focus on Student Funding Formula more.
 - Hierarchy is similar to the Academic Senate model.

Next Meeting: November 12, 2024 (3:15-5pm)