

Institutional Effectiveness Council

This Charter is established between the Executive Leadership Team (ELT, the Sponsor) and the Institutional Effectiveness Council (IEC) to identify the purpose and scope, planned outcomes, and membership for the Council during the three-year period of the 2025-2028 academic years. While this document is written to direct the IEC for three academic years, changes made to any of its foundational documents (the ARC Strategic Plan, the Educational Master Plan, the Institutional Equity Plan, or any other governance document) will necessitate a review of the IEC charter before reaffirming the charter or making potential changes to it.

Purpose and Scope:

The IEC provides a forum for participatory governance and makes recommendations to ELT for strategic directions, initiatives, and operations consistent with the ARC Strategic Plan.

The IEC is responsible for coordinating the college's ongoing efforts to continually improve its organizational effectiveness. To that end, the IEC:

- Critically evaluates the state of the college's progress in areas of equity, institutional research, integrated planning, participatory governance, regional accreditation, and professional development.
- Communicates findings and makes recommendations based on these findings to other governance groups.
- Coordinates a select number of institutional processes and major initiatives that are related to the effectiveness and efficiency of the institution.
- Initiates and supports collaborative project teams to produce specific deliverables and achieve assigned outcomes associated with major initiatives based on emergent needs and/or strategic plan priorities.

Duties and Outcomes:

Specific duties and/or outcomes assigned to the Institutional Effectiveness Council include:

- Support governance to maximize institutional effectiveness.
- Lead annual unit planning and program review processes.
- Evaluate the effectiveness of the processes identified in the institutional integrated planning guide of the college.
- Facilitate efforts associated with the continual improvement of institutional planning processes.
- Provide oversight of the college's Educational Master Plan and Institutional Equity Plan.
- Coordinate accountability and performance reporting associated with regional accreditation, LRCCD, CCCCO, State and Federal reporting.
- Support and inform the continual improvement of institutional research and decision support systems, processes, and structures.
- Integrate, coordinate, and where applicable, align institutional professional development.

- Provide leadership and coordination as well as continually monitor regional accreditation processes and requirements.
- Monitor, support, guide, and coordinate the work of assigned institutional effectiveness project teams based on the stated purpose and scope, objectives, deliverables, and planned timeline of their projects.
- Conduct annual reviews of the work of assigned Institutional Effectiveness project teams. Evaluate progress on and impacts of Project Team recommendations.
- Assess and determine recommendations to the ELT for the renewal of existing teams
- Assess and determine recommendations to the ELT for the initiation of new projects based on needs of the college with respect to achieving its strategic goals and student success outcomes.

Membership:

The Institutional Effectiveness Council is currently comprised of 21 members, inclusive of representatives of all four primary ARC constituency groups and assigned or appointed by their respective representative bodies (Management Team, Academic Senate, Classified Senate, and Associated Student Body). The term assigned to each appointed position (noted as “representative”) indicates the initial end of term for the person appointed to serve: Term 1 ends Spring 2028, Term 2 ends Spring 2027, and Term 3 ends Spring 2026:

- Vice President of Student Services and Equity or designee (Chair)
- Faculty Co-Chair (Co-Chair) - Faculty - Term 1
- Classified Co-Chair (Co-Chair) - Term 2
- Dean of Institutional Effectiveness, & Innovation; Accreditation Liaison Officer Management
- Vice President, Administration (or designee) Management
- Vice President, Instruction (or designee) Management
- Dean, Instructional Outreach Center Management Term 3
- Instructional Dean Representative Management Term 1
- Student Services Dean/Supervisor Representative Management/Classified Term 2
- Faculty Researcher Faculty Term 2
- Student Learning Outcomes Assessment Coordinator Faculty
- Program Review Faculty Representative Faculty Term 1
- Faculty Accreditation Representative Faculty Term 3
- Professional Development Faculty Representative Faculty Term 2
- Counseling/Student Services Faculty Representative Faculty Term 3
- Classified Research Representative Classified Term 1
- Classified Liaison Classified Term 2
- Classified Professional Development Representative Classified Term 3
- Classified Student Services Representative Classified Term 1
- Associated Student Body Representative Student Term 1
- Associated Student Body Representative Student Term 2
- At large faculty from Instruction