SHARED GOVERNANCE SELF–EVALUATION REPORT

2023-2024 Academic Year

CERRITOS COLLEGE

Institutional Effectiveness, Research, Planning & Grants

PREPARED BY

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Introduction

Shared governance is a structure and inclusive process, through which various campus constituents participate and collaborate in the development of policies and in decision-making that impact Cerritos College. In accordance with Title 5 of the Education Code and approved Board of Trustees policies, the goal is for this process to encourage the campus community to work together to address college issues and develop innovative recommendations which are then forwarded to the college president and governing board.

An important step in pursuing this goal is to ask committee members for their own self-reflective observation regarding how well their committee's processes, interactions, and outcomes during the academic year reflect this goal. The purpose for collecting this information is to improve the functioning of committees for continuous improvement of institutional effectiveness.

The findings for this report are the overall Shared Governance Self-Evaluation results. Findings for respondents who self-identified as serving on the Access to Completion and Equity (ACE), Arts in Public Spaces (CAPS), Coordinating, Curriculum, Digital Learning, Enrollment Management, Facilities Planning, Faculty Hiring Prioritization, Faculty Professional Development, Hiring Standards, Information Technology Standards, Instructional Program Review, Outstanding Classified and Confidential Employee Selection, Planning and Budget, Professional Relations, Sabbatical Leave, Student Learning Outcomes, and Student Life Committees are provided in this report.

Methodology

The Office of Institutional Effectiveness, Research, Planning, and Grants (IERPG) developed the survey utilizing Qualtrics. The survey was administered from the President's Office, with an email going to each Committee Chair instructing them to share the survey with the committee (notifications and reminders varied on the committee). If a person served on more than one committee, that person was asked to complete a survey for each committee they served on. On average, it took five minutes to complete the survey and was open from April 11, 2024, through the end of the term, May 21, 2024.

Findings

There are 15 Institutional Committees and 10 Faculty Senate Committees. Table 1, the Institutional Committees, and Table 2, the Faculty Senate Committees, list the Shared Governance Committees[1], along with their member composition, number of members who participated in the self-evaluation, and the committee response rate. One of the Faculty Senate committees was not active this year, Academic Excellence.

Out of the 25 committees surveyed, 148 members participated in the self-evaluation survey, a response rate of 46%. Response rates fared well across the various committees. Six of the Institutional Committees had a response rate of 50% or more with five committees having no participation. Two Faculty Senate Committees had a response rate of over 50%, four committees had a response rate over 30%, and two committees had no responses.

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[1] https://www.cerritos.edu/president/shared-governance/committees.htm

Table 1. Institutional Committees (2023 – 2024)

Institutional Committees	Committee Members	Participant Count	Response Rate
Access to Completion and Equity (ACE)	30	8	27%
Accreditation	10	0	0%
Arts in Public Spaces (CAPS)	11	4	36%
Coordinating	15	14	93%
Employee Development	12	0	0%
Enrollment Management	20	16	80%
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC)	11	0	0%
Facilities Planning	13	12	92%
Faculty Hiring Prioritization	29	7	24%
Information Technology Standards	14	8	57%
Outstanding Classified/Confidential Employee Selection	15	1	7%
Planning and Budget	21	15	71%
Student Life	18	9	53%
Web Standards	17	0	0%
District Committee on Safety	16	0	0%

Table 2. Faculty Senate Committees (2023 – 2024)

Faculty Senate Committees	Committee Members	Participant Count	Response Rate
Academic Excellence	17	0	0%
Curriculum	19	6	32%
Department Chairs	71	0	0%
Digital Learning	15	6	40%
Faculty Professional Development	15	10	67%
Hiring Standards	18	7	39%
Instructional Program Review	19	14	74%
Professional Relations	16	5	31%
Sabbatical Leave	11	2	18%
Student Learning Outcomes	22	4	18%

Committee composition includes various campus constituent groups including classified staff, confidential staff, faculty, contract management, management, and students. Figure 1 summarizes the position of the responding members. Most respondents indicated they were faculty members followed by management, 45% and 32%, respectively.

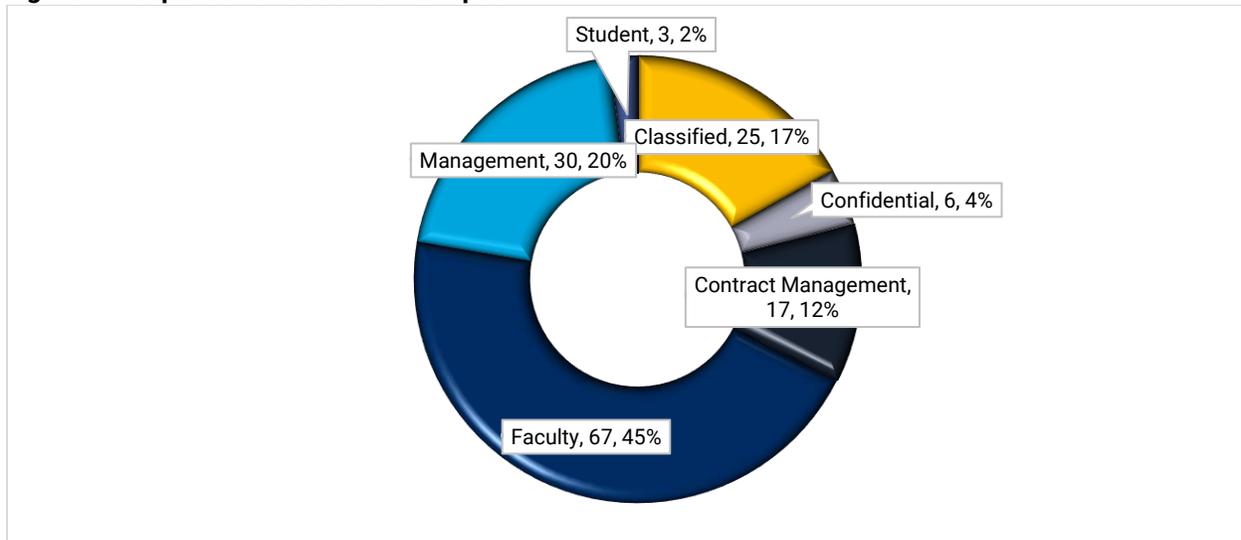**Figure 1. Respondent Position on Campus**

Student, 3, 2%

Classified, 25, 17%

Management, 30, 20%

Confidential, 6, 4%

Contract Management, 17, 12%

Faculty, 67, 45%

Figure 2 and Table 3 show that most respondents believed that the processes, interactions, and outcomes of the committee were "almost always" or "often" collaborative (97%) and transparent (94%). Respondents were equally as likely to indicate that processes, interactions, and outcomes of the committee were "almost always" or "often" evidence-based (96%), efficient (90%), and effective (93%).

Figure 2. Characteristic Reflected in the Committees Processes, Interactions, and Outcomes
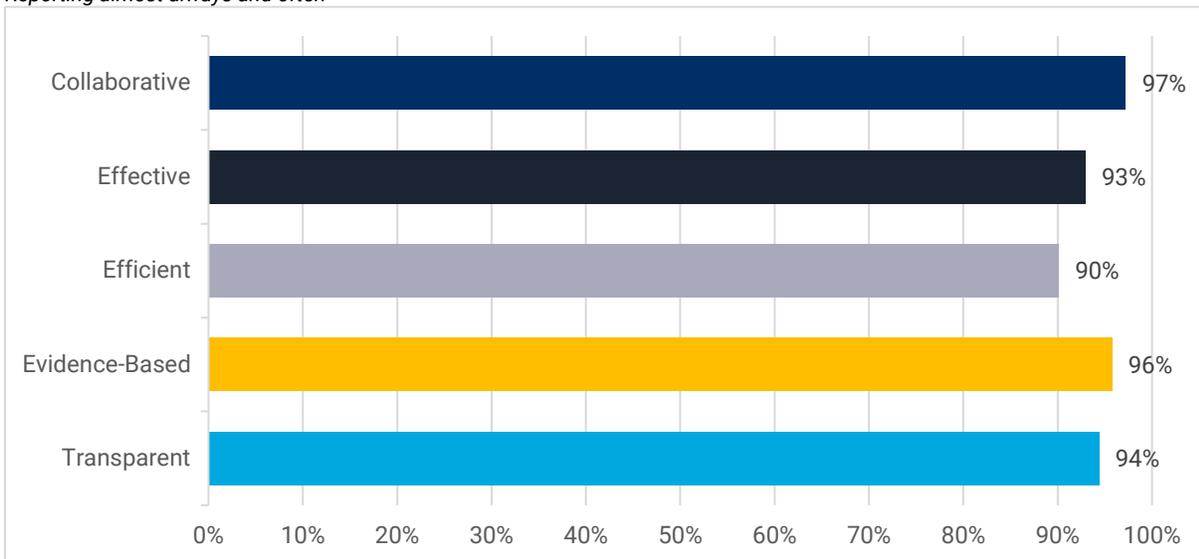*Reporting almost always and often*

Characteristic	Percentage
Collaborative	97%
Effective	93%
Efficient	90%
Evidence-Based	96%
Transparent	94%

Table 3. Characteristic Reflected in the Committees Processes, Interactions, and Outcomes

Statement	Almost Always		Often		Seldom		Sometimes		Grand Total
	#	%	#	%	#	%	#	%	
Collaborative	112	77%	29	20%	1	1%	3	2%	145
Transparent	117	82%	18	13%	1	1%	7	5%	143
Evidence-Based	97	68%	39	27%	2	1%	4	3%	142
Effective	92	65%	40	28%	1	1%	9	6%	142
Efficient	94	66%	34	24%	1	1%	13	9%	142

Committee members were asked to rate their perception on the committee's communication practices. Respondents were asked how comfortable they felt contributing ideas, if they felt their ideas were treated with respect, and if they felt they had opportunities to provide input. Most respondents "strongly agreed" or "agreed" with all three statements, having more than 70% selecting the "strongly agree" category (see Figure 3 and Table 4). Only one respondent indicated they "disagreed" with feeling comfortable contributing ideas, and two respondents indicated they "disagreed" with feeling their ideas were treated with respect.
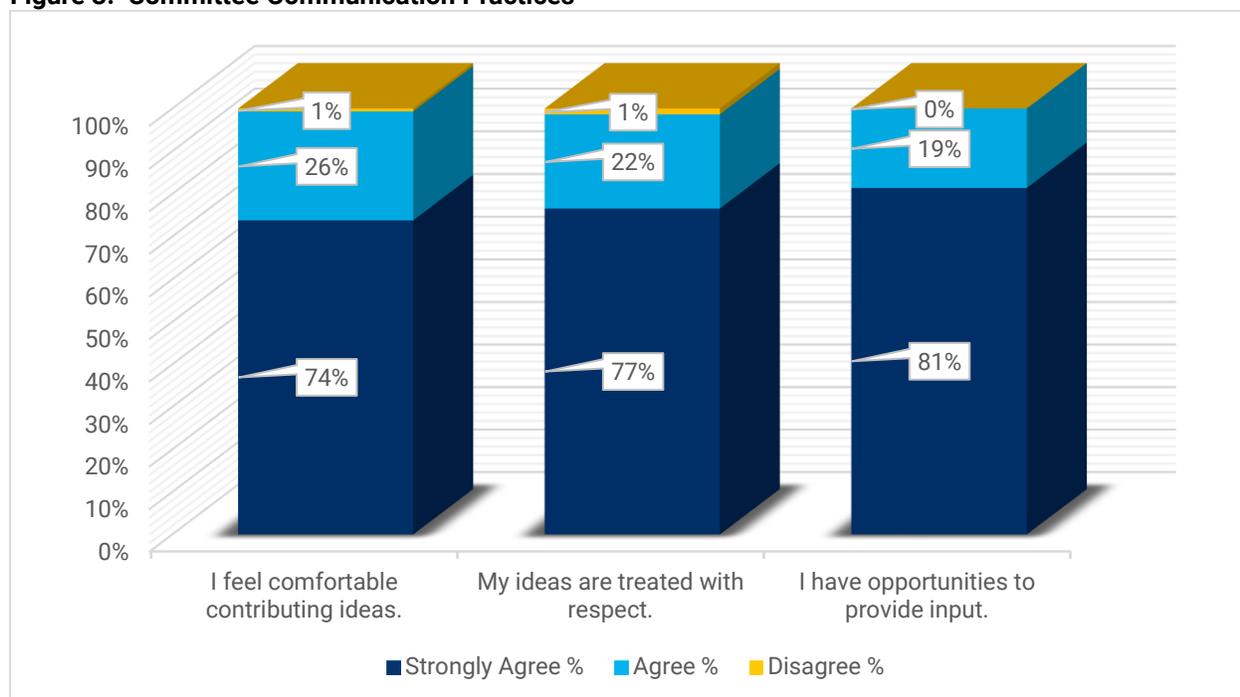
Figure 3. Committee Communication Practices

Table 4. Committee Communication Practice

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree		Grand Total
	#	%	#	%	#	%	#	%	
I feel comfortable contributing ideas.	107	74%	37	26%	1	1%	0	0%	145
My ideas are treated with respect.	111	77%	32	22%	2	1%	0	0%	145
I have opportunities to provide input.	118	81%	27	19%	0	0%	0	0%	145

Committee Members were asked if they accomplished their set goals for the year. As illustrated in Figure 4, 84% of the responding committee members indicated having met the committee goals for the year. Only one respondent indicated not having met the committee goals, while 15% indicated "other." Those indicating "other" were given the opportunity to expand on their response. Table 5 lists the responses by committee.
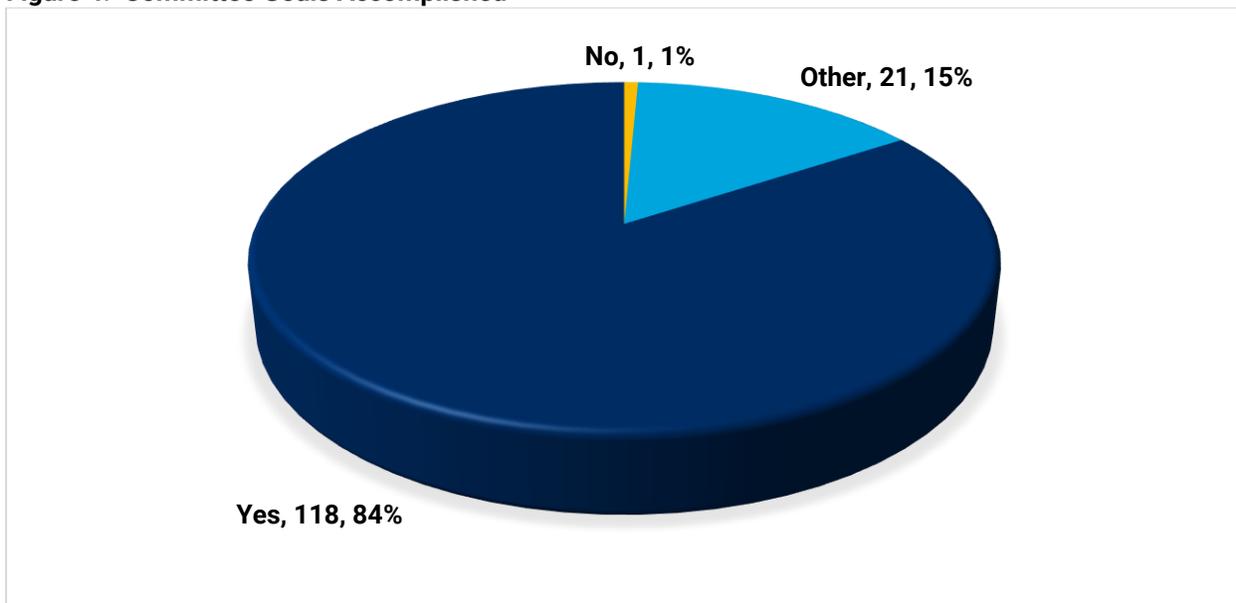
Figure 4. Committee Goals Accomplished

No, 1, 1%
Other, 21, 15%
Yes, 118, 84%

Table 5. Committee Goals Accomplished – Other

Institutional Committees	
Access to Completion and Equity (ACE)	Although the overall goal for the group is clear, how we should achieve the goal feels less clear. If ACE is simply a group to report out and share initiatives, we have accomplished the goal. However, it does not feel like we as a group have worked together to make strides toward the goal.
	In Progress
Enrollment Management	Ongoing
	I am unsure. We did not review the data at the end of the year that pertains to the goals we identified.
	Unsure of the goals for 23-24, unable to locate it on the website
	Making progress to achieve goals
Facilities Planning	FMP goal pending
Faculty Hiring Prioritization	I am not sure as I am new to the committee
Information Technology Standards	Mostly. Many things are in progress or are ongoing goals.
	All but 1
	Most are met or in progress
Planning and Budget	I think we can do better on the proactiveness in regular sharing and disseminating information to the campus community and PBC does not really "lead" the development of Master Plan
	Some
	A few of them were met but could work on the others
	I joined halfway through so unknown

Faculty Senate Committees	
Digital Learning	POCR has been delayed (due to administration)
	Some I would say are in process due to the magnitude of the issues. I think good progress was made in a timely manner.
Faculty Professional Development	Goal E: To advocate for the hiring of a Instructional Technology Designer seems to have been removed from a faculty to management position without consulting with the FPDC. We still support a faculty position for this needed resource, and advocate for this resource to be made available as soon as possible.
Instructional Program Review	Partially met. Goal 8: Committee members and programs under review did not obtain access to their designated templates in a timely manner. Committee members are not trained to properly be able to assist with eLumen issues nor are given access to reports.
Student Learning Outcomes	Some goals were met.

Respondents were asked to evaluate various aspects of the committee, including governance, operations, member relations, communication with constituencies, resources, and conduct. Overall, committee members responded positively, with the majority selecting "good" or "very good" (see Table 6). Each area received at least 75% of responses in this positive range. The highest ratings were given to "Access to meeting space," "Communication within committee," and "Clarity of Charge." Only slightly less than 5% of respondents rated any area as "poor" or "very poor," identifying these as areas for improvement.

Table 6. Committee Member Response to Overall Committee Work

	Very Good		Good		Fair		Poor		Very Poor		Grand Total
	#	%	#	%	#	%	#	%	#	%	
Clarity of Charge	102	72%	28	20%	10	7%	1	1%	0	0%	141
Communication within committee	105	73%	29	20%	9	6%	0	0%	0	0%	143
Information from committee to constituency groups	85	59%	41	29%	14	10%	3	2%	0	0%	143
Information from constituency groups to committee	80	56%	46	32%	13	9%	4	3%	0	0%	143
Communication from committee to campus	82	58%	29	20%	24	17%	5	4%	2	1%	142
Access to data	79	55%	51	36%	10	7%	2	1%	1	1%	143
Access to meeting space	116	81%	22	15%	4	3%	1	1%	0	0%	143
Access to other resources (i.e. best practices, materials, etc.)	90	63%	39	27%	10	7%	4	3%	0	0%	143
Training/mentoring committee members	70	49%	37	26%	25	17%	8	6%	3	2%	143
Establishment of expectations for the committee	93	65%	32	22%	15	10%	3	2%	0	0%	143
Adherence to established expectations	92	64%	39	27%	10	7%	2	1%	0	0%	143

Committee members were given the opportunity to share their views on the committee's most significant accomplishments for the year, the areas needing the most improvement, and any additional comments they wished to provide. Tables 7 through table 9 contain comprehensive lists of the comments provided by the committee members.

Table 7. Significant Accomplishments during 2023-2024 Year by Committee

Institutional Committees	
Access to Completion and Equity (ACE)	ACE Committee Goals: 1. Have the three taskforces for represented areas report to ACE (Equity, AB 1705, and Guided Pathways) 2. Focus on one measurable goal: Increase equitable retention and success of first-year students in Math and English courses. This includes: a. The number of first-time, first-year students enrolling in first-level Math b. The number of first-time, first-year students enrolling in first-level English c. The success rates, by ethnicity and gender, of students in first-level Math (Leading indicator are drop rates) d. The success rates, by ethnicity and gender, of students in first-level English (Leading indicator are drop rates) e. The number of first-year students with Comprehensive Student Education Plans Optimally, we would increase all these numbers by 10% over the rates for Fall 2022. The Equity team, AB 1705 team, and Guide Pathways teams could each focus on components of this goal.
	Improving RFP requests: Individual selects a lever that they will focus on along with their activities, they explain how they are going to measure the impact, and still incorporate an equitable focus. Establishing 2024-2025 goals that align with levers: a) Effective SEAP funding. Ensure funding is leading to KPI improvements. We will monitor associated KPI movements and begin to highlight successful programs and discuss ways to bring them to scale. b) Guided Pathways to Scale. Redesigning Cerritos Colleges Onboarding process through Guided Pathways. c) Improve Success with typical First-Year General Education Courses. Provide updates on what is happening with 1) increasing our KPI on math attempts and completions, and 2) increase the KPI on students completing their first 5 classes by identifying successful and unsuccessful factors.
Arts in Public Spaces (CAPS)	Gronk Exhibition, Art for Equity Center, RFP for Performing Arts Center.
	1. Gronk Exhibition, Performances, and Public Art Project 2. Equity Center Purchases for Small Art Collection 3. Performing Art Center Façade RFQ/RFP
	Gronk exhibition PAC Facade
	New art in the Equity Center
Coordinating	Consistent meeting schedule, detailed review of policies and procedures, productive discussions.
	Reviewed portions of Chapter 4 during the 2023-24 academic year as well as recommend revisions to board policies and administrative procedures as presented.
	In accordance with the Board Policies and Administrative Procedures Review Cycle, the committee reviewed portions of Chapter 4 during the 2023-24 academic year as well as recommend revisions to board policies and administrative procedures as presented
	Updating chapter 4 board policies

	Committee members continued to be proactive in sharing and disseminating information and update their respective constituent groups. (Goal D: Improving Internal and External Communication). In accordance with the Board Policies and Administrative Procedures Review Cycle, the committee reviewed portions of Chapter 4 during the 2023-24 academic year as well as recommend revisions to board policies and administrative procedures as presented. (Goal F: Enhancing Organizational Effectiveness)
	We have kept committee focused on serving the needs of our students.
Enrollment Management	Identifying goals that we had achieved and those that we had not.
	Approved 2023-2025 Enrollment Management Plan Developed Action Plans for Enrollment Management Plan Focus Areas
	We were able to track the Enrollment Management plan goals.
	Discussed alignment of Enrollment Management Plan to the Students First Framework.
	Discussed Participation in Activities to Support Persistence and Completion Goals • Reviewed Fall 2023 Success Rates and Spring 2024 Enrollment Data • Reviewed Students First Framework Levers • Discussed alignment of Enrollment Management Plan to Students First Framework Levers • Reviewed Focus Area Goals and Data Needs
	To me the most significant accomplishment was providing timely writing support to transfer students submitting applications to the University of California.
	Approval of the 2023-2025 Plan Use of KPIs Data Review Alignment to Students First Framework
Facilities Planning	Start of construction of Student Housing & Administration. Start of programming and design of Student Housing. Completion of RFP process for CDC Expansion project and Stadium. Near completion for Campus Police Department Building.
	Helping campus construction projects run effectively. Helping to secure student housing. Helping make the solar power project happen. Contributing to the lever of Institutional Health. Supporting the native plant garden.
	Providing updates and information on various construction processes that are happening on campus. Allowing groups to stay informed.
	Discussions related to the native plant garden, and seeing the project actualized.
	Sharing of communication
	Updating information on construction projects, including funding, percentage completed and other important that we can share with campus.
	Completion of the sustainability framework
	Campus construction and sustainability efforts and notifications and public disclosure
Faculty Hiring Prioritization	The committee was able to rank the requests for hiring process.
	Completing the FHP process for 2024-2025.
	Streamlining the process. Prioritizing replacement positions.
	A lot of evaluations
	Come with an excel sheet about hiring priorities. The excel sheet was discussed and approved by the committee and sent to the executive committee.

Information Technology Standards	Worked with DE Coordinators and Distance Learning Committee on HyFlex classrooms. We increased the amount of Wi-Fi in campus classrooms.
	Replacing or expanding wi-fi connections to the campus, mainly classrooms, all classrooms now have access. Have continued to convert classrooms to HyFlex rooms allowing for this modality to be used by anyone utilizing the space. Constant and continual evaluation of IT support and equipment.
	Working with DE Coordinators and Distance Learning Committee to expand HyFlex standard. (Goal A & E) Progress: We now have 14 HyFlex classroom and have more in the purchasing process.
	Hy-Flex Classrooms and conference rooms
	Recommending hardware and peripheral standards for the campus community. Setting standards for HyFlex classrooms Recommend computer and peripheral equipment to departments/divisions
	Hyflex classrooms. Expanding wifi to all classrooms
Outstanding Classified and Confidential Employee Selection	Awarding employee of the month and employee of the year awards.
Planning and Budget	KPI dashboard development and SCFF dashboard.
	The Student's First Framework is perhaps one of the bigger accomplishments of the group as this was the governance structure which recommended its movement.
	Completed the Students First Framework (EMP)
	Continuing to improve internal and external communications by ensuring the committee website is up-to-date and planning calendars/timelines are discussed and posted online. Regular updates on the creation of the Student's First Framework
	Lead the development of the Comprehensive Master Plan
	Transparency and being able to provide information right away or within a reasonable amount of time to all committee members.
	Transparency to the campus about the budget
	We continue to make the planning and budgeting process as transparent as possible.
Student Life	Choosing the student speaker for Commencement, coming up with a strategy to streamline the commencement ceremony.
	I'd say establishing the times and area for this year's Grad Fair and the entirety of Graduation planning!
	The most significant accomplishment for the committee this year was the reorganization of the commencement processional. The committee hopes that this change will lead to a more efficient and celebratory ceremony.
	Explore strategies to streamline presentation of the graduates during the Commencement Ceremony, to reduce graduates leaving early.
	Student Life's commitment to a meaningful and smooth graduation process continues to shine. With a dedicated Chair & committee, it is evident that the time and care put into planning, speaker selection, Grad Fair, ceremony, and debrief sessions are important to us, as well as our goal to continuously improve.
	The success of the Cerritos College App and providing detail information regarding the new process of ordering students regalia.

	Explore strategies to streamline the presentation of the graduates during the Commencement Ceremony to reduce graduates leaving early. (EMP Goal: Org effectiveness). We'll know how this looks once commencement is over. I appreciated the efforts to try to make the experience short and more meaningful and to recognize that the longer ceremonies are not working.
Faculty Senate Committees	
Curriculum	Mathematics requirements
	Significant and comprehensive discussion of proposed revision of local AA general education.
	We approved the BA for Dental Hygiene. We made great progress on meeting new requirements for the new local AA requirements, and we are in place to complete the CAL GETC on time.
	Reviewing and approving numerous courses and programs. Setting campus wide discussions to set PLAN A implementation.
Digital Learning	Continuing to provide and explore tools for accessibility. Continue to learn more about AI and provide tools and information for faculty. Continue with POCR project.
	Working towards language for AI and progress for POCR courses
Faculty Professional Development	We provided a great series of professional development opportunities for faculty and assisted in interpreting and advising on practices related to professional development
	Continuing to facilitate the creation of professional development opportunities meant to help our faculty, and, by extension, our students.
	Continue to advise on changes to Flex, collaborated with CCFF and HR, established PLO's for NFOP, establishing a procedure for reps to share information about professional development opportunities through division meetings.
	Developing PLOs for NFOP, recognizing Outstanding Contributor to Professional Development, promoting workshops to divisions throughout campus.
	The creation of a professional development events that encourage the strengthening of an equity mindset as well as foster a culture of respect that reflects the college's commitment to diversity and inclusion.
Hiring Standards	The evaluations were completed in a timely manner
	All submitted equivalencies were processed
	Evaluated, discussed, and voted on the credentials of more than a dozen candidates seeking full-time positions at Cerritos College and whether those candidates were qualified for the positions they were applying for.
	Efficiently and effectively approving and disapproving equivalencies.
	Reviewing multiple areas for equivalency: Earth Science, Ethnic Studies, Art History, and Humanities. Also, committee training last September
	We met our goals: HSC will receive, discuss, and vote on equivalency requests in a timely manner to facilitate the faculty hiring process. HSC will receive, discuss, and vote on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications
Instructional Program Review	We reviewed and gave feedback to nine departments' program review reports. We also undertook a review of a new comprehensive planning template put forth from IERPG. The committee consistently met per schedule on the first and third Tuesday of each month. We also provided an orientation on the program review process for the 2023-2024 and 2024-2025 programs up for review.
	We are completing all scheduled reviews despite programs not adhering to the schedule.

	Assisting departments as they presented to successfully complete their review process.
	2022-2023 ACCOMPLISHMENTS 1. Committee members intentionally shared and disseminated information and updates with their respective constituent groups. (Goal D: Improving Internal and External Communication) 2. Committee reviewed Chapters 3 Board Policies and Administrative Procedures then approved recommended revisions to these policies and procedures as presented. (Goal F: Enhancing Organizational Effectiveness) 3. Committee reviewed and approved recommended revisions to board policies and administrative procedures as indicated in the August 29, 2022 minutes. (Goal F: Enhancing Organizational Effectiveness) 4. Committee reviewed and approved revised Board Polices and Administrative Procedures Continuous Review Cycle Document (Goal F: Enhancing Organizational Effectiveness)
	The IPR committee liaisons and committee chair have worked hard to ensure that department chairs who are up for review have the information they need to complete their review with sufficient notice and data.
	Successful review of all the scheduled Departments/Programs. Draft revisions of the new template to be continued with more robust discussion.
	Reviewing all scheduled programs
	Completing all scheduled department reviews.
	We went through all program reviews and really focused on the content and tying SLO to resource requests.
	We successfully completed a heavy schedule of reports and accommodated reports that were not completed. The committee chair is an excellent leader. Very professional!
	The IPR was excellent in accommodating the needs of Departments that were not fully prepared or lacked pertinent documentation for their presentation. On several occasions, schedules had to be changed quickly. The committee chair worked countless hours outside of official meetings to help faculty members edit and complete their reports. Members of IPR brought many diverse analytical skills to the Committee and worked collegially to complete the heavy workload.
Professional Relations	This year we evaluated and identified the staff who were nominated by students and peers to be awarded as Outstanding and Most Outstanding Faculty. We created and distributed signage for display across the campus.
	Award our most outstanding faculty. Work on all the details to ensure the ceremony is planned appropriately.
	During and after the COVID-19 pandemic, the Outstanding Faculty Awards ceremony did not take place. This academic year, the process started with the help of previous committee members and the excellent guidance of the committee chair. The committee worked on the announcement to gather nominations, distributed the flyers (electronic and printed) to spread the word, read a few hundred nominations for both part-time and full-time faculty, determined the winners, collaborated on preparing for the ceremony, and the project culminated in the awards ceremony held on April 25th.
Sabbatical Leave	The SLC processed the 2024-2025 sabbatical leave applications and the 2022-2023 sabbatical leave reports.
Student Learning Outcomes	Goals for 2023-2024: -Continue to work with all Departments to provide support in developing SLO cycle, goals and action plans based on SLO assessment data. (Deadline: May 31, 2023) (Goal D & F)

	-Continue to work with all Department Chairs to develop an overall Program SLOs and Career Learning Pathways SLOs (Deadline: May 31, 2023) (Goal E)
	Providing support to departments in developing SLO cycle, goals and action plans based on SLO assessment data. The committee chair was an excellent chair, and she will be missed.
	Establishing a PSLO cycle. Updating the ISLOs. Getting the word out about SLO cycles.
	Increased SLO participation across campus More inclusion of different perspectives. Communication across campus Increased morale

Table 8. Areas for Improvement by Committee

Institutional Committees	
Access to Completion and Equity (ACE)	I am left feeling unclear how each area in ACE helped with the goals. I would like to see more collaboration regarding how we can help each other. a. The number of first-time, first-year students enrolling in first-level Math b. The number of first-time, first-year students enrolling in first-level English c. The success rates, by ethnicity and gender, of students in first-level Math (Leading indicator are drop rates) d. The success rates, by ethnicity and gender, of students in first-level English (Leading indicator are drop rates) e. The number of first-year students with Comprehensive Student Education Plans
	Decision making process and moving forward with goals as a pace that each goal can be completed in a timely manner.
	I feel that the ACE committee is making great strides with current process.
	Committee consideration of reorganizing: -Who should be in the room to best achieve the goals in 2.02? -Formalize the subcommittee report structure with Equity, AB 1705, and Guided Pathways reporting to ACE.
	Clearer charge and responsibility of the committee
Arts in Public Spaces (CAPS)	Continued improvement in RFQ/RFP process. Establishing best practices for working with artists.
	The committee's purpose and members work well together to accomplish important work commissioning creative work for public art. The membership receives good feedback and routinely reaches out to constituency groups for input. I think the main concerns involved artists completing the work promised and the committee found ways to work with the artists to resolve most competing interests.
Coordinating	Committee members continued to be proactive in sharing and disseminating information and update their respective constituent groups. Perhaps as a committee, we should put out talking points.
	Information from committee to campus could be improved
	The committee seems to be functioning effectively.
Enrollment Management	Clear purpose and we are working on establishing that.
	Make the enrollment management plan more available to the campus community.
	Establishing a clear purpose and the role that committee members play in supporting that purpose.
	The committee should keep developing supports and strategies to increase the percentage of first-time, first-year students enrolling (and successfully completing) math and English.
	Clarity on accountability regarding communication to constituent groups and the campus--What updates should we provide? To whom (senate, division, department...)?

	Who will deliver these updates? Taking more concrete action similar to the PIQ Transfer Support would be desirable.
Facilities Planning	The decision-making process could feel more collaborative. While questions and suggestions are welcomed, I sometimes wonder how seriously they are taken and feel push-back on ideas that may challenge the "norm".
	The committee members could be better informed about how committee decisions or discussion items are being implemented. We worked together to develop the Sustainability Framework report, but I'm not sure what has/will come of that work
	I think the committee runs fine.
	Everything runs really smoothly with this committee. Information is provided, so that questions can be asked and answered.
Faculty Hiring Prioritization	The committee is too large and had difficulty reaching quorum.
	Reduction in committee size.
Information Technology Standards	Campus community needs to continue to report issues as they happen, when they are happening. It is difficult to access and fix issues when they are reported after the fact. Additionally, faculty needs to continue to provide equitable access meaning, they need to not have students rely on their phones or own devices when utilizing technology while teaching. Utilization of computer labs (which do go unused quite a bit) needs to happen to provide this equitable access
Outstanding Classified and Confidential Employee Selection	Switching out members who have served for more than a few years
Planning and Budget	involvement with the master plan development. Communication to constituents.
	Disseminating information to the campus community Providing information to committee members & campus constituents regarding SCFF
	development of planning cycle was not done but rather feedback on plan - update to reflect collaboration rather than development. communication from committee to campus community.
	Communication from committee to campus as a whole could be improved. Providing information to the campus community on understanding the Student Centered Funding Formula (SCFF)
	I think the committee does a good job. I do not have any improvements to suggest at this time.
	More communication out to the campus regarding important planning and budget items and/or highlights from our meetings.
	Additional training/mentoring and clarification on the goals of the committee
	The meetings are well run and timely.
Student Life	It would be great to bring forward more student collaboration and committee collaboration to foster networking!
	Committee is very collaborative.
	It would be nice to see some new members on the committee, particularly for other campus constituents to offer their insight and to understand the efforts and commitment of the committee to provide thoughtful opportunities for student engagement.
	I'm pleased with the flexibility of attending in person or zoom. Would like to see new members, is possible.
Faculty Senate Committees	

Curriculum	More participation from faculty is needed. I would recommend two people from each division to help with all the work. Tech review, General Ed questions, Distance education, ADTs and so on need to be reviewed.
Faculty Professional Development	More active participation by reps in discussions
	To hire the position of instructional technology designer to assist faculty with best practices for designing online courses, including technical standards for accessibility.
Instructional Program Review	IPR Committee liaisons need more training on how to properly assess and give feedback to department's reports. Also, IPR Committee liaisons need to encourage departments to adhere to specified timelines for completions of drafts so that feedback can be given in a timely manner.
	The decision-making process was difficult without the consistent and standardized data required for programs to analyze, the committee to understand, and, in turn, to make informed decisions about the program.
	The committee is well guided by the chair, functional and efficient, and communicate well.
	A recommendation to consider is adding one set meeting with the Chair and the Liaison team to each Program. Much like the Curriculum Committee addresses programs who will have scheduled visiting dates to present their reports. This initial meeting would benefit the department greatly since it would give the faculty ample opportunity to seek feedback and know their progress. Sometimes faculty need extra support on their report and this initial meeting would even help many get started on their report.
	There are no improvements needed for the IPR committee.
	Easier access to data from within and without eLumen.
	Departments are reporting that their disaggregated outcomes are the same as the college's and are treating that as acceptable. A more intentional focus on improvement plans will lead change needed to reach the College goal of increased graduation rates. Currently, none of the IPR goals are mapped to Goal A Strengthening the Culture of Completion, evidence of unexamined potential to actively support student success.
	There needs to be a formal training for committee members on the purpose and process of program review. What the purpose and function of program review is. How program review properly functions. There needs to be a committee member onboarding process addressing how to review and what to look for while reviewing program reviews.
	The Committee is very hard-working and they bring extensive and diverse skills to their tasks.
	I am very content with the leadership of the IPR Committee and its members. Departments presenting to the Committee would save us a lot of time by correctly spelling and punctuating their reports and providing the research evidence for their assertions in the reports.
Professional Relations	The committee chair is a very effective, responsible, conscientious, understanding, and respectful of the committee. Perhaps it would help to document all information available from experienced committee members to help guide current and future projects and leave a record for future years. There were no issues with decision-making processes this year and all meeting flowed smoothly. One time, quorum was not met and decisions could not be made about narrowing down award winners, but an additional meeting was scheduled and the committee stayed on schedule.
Student Learning Outcomes	-Chair election (2024) -Establish a clear process for ISLO assessment. (continuous) (Goal D) -Analysis of student demographic information (disaggregated assessment results) in eLumen (Deadline: ongoing). (Goal D) -Continue to work with faculty to enhance faculty participation in the SLO assessment

	process by sharing SLO best practices, CTX workshops, Canvas. (Deadline: May 31, 2023) (Goal E) -Highlight SLO promising practices on the SLO webpage by creating a program spotlight. (Deadline: May 31, 2023) (Goal D)
	Established SLO support similar to what Curriculum Committee has. Also appropriate reassigned time for the SLO Coordinator(s). And better timeline in flying position for the SLO coordinator(s). I don't think any of these are the charge of the SLO committee but they are the biggest threats to the work of the committee
	Election of chair

Table 9. Additional Comments by Committee

Institutional Committees	
Access to Completion and Equity (ACE)	Because we have all the right people in the room, the ACE Committee provides an opportunity for meaningful improvements in how we conduct business at Cerritos College. I would like to see the committee work together on a tangible project, such as improving access through application and registration procedures. In addition, there has been some fairly significant discussion regarding how to best improve success rates in classes, but there are not enough faculty in the room to have a meaningful and productive discussion on the topic.
	The co-chair has led this committee well
Coordinating	This is an effective and efficient committee.
	The support is the best
Facilities Planning	I appreciate the opportunity to share my thoughts.
	This committee performs an essential function and seeks to convey its ongoing efforts related to campus enhancements. It has promoted campus unity and cohesiveness in its dealings with the campus and community.
Information Technology Standards	The committee chair does a great job at running those meetings.
	This committee is very efficient and does as much as it can with in tight budgets, working around room usage and the amount of staff the IT department has to make it happen.
	Great committee group to work with.
Planning and Budget	This is an efficient group. The group gets the business of the District accomplished.
	Alignment with student first framework/levers
Student Life	One of the more enjoyable committees on campus.
Faculty Senate Committees	
Curriculum	The Curriculum Committee has an excellent chair and curriculum specialist and many dedicated members.
Digital Learning	It's a great committee! The committee chair does a super job.
	This is a fantastic committee that is well run. It is very collaborative and I enjoy being part of the work that we are doing.
Hiring Standards	Effective committee doing the essential job for the future of Cerritos College
	I appreciated the straightforward and meaningful work this committee undertook.
	Our colleague, is an exemplary chair.
Instructional Program Review	I think the IPR Committee's work is very important to help sustain the quality of the college's academic programs, and supports a spirit of self-improvement.
	The process needs improvement, and the purpose needs to be explained. The outcome of the process should lead to program viability and not just resource allocation.
	The committee chair is doing an amazing job leading the committee. I appreciate their leadership. As well as the support to the committee.

	The committee chair is an incredibly organized and effective leader for the Instructional Program Review Committee. His clear and well organized templates will help all Departments organize and present their data and analysis.
	I wonder who might speak to the committee about the new template and the information it asks for, specifically disaggregated information about the racial composition of the department. Could HR explain the many ways that information serves the College? Or is this not information that IRP needs to collect? If it does move forward to collect it, the committee will probably needed more context for why it is important. I would also like to respectfully recommend that the time spent at the end of presentations addressing proofreading errors in reports be done outside of the larger meeting. Maybe proofreading could be a responsibility shared by the liaisons?
	The committee chair is an excellent chair!!
	The IPR committee chair, has done an incredible job with the committee. I appreciate his leadership and wiliness to go the extra mile to help programs pass their PR.
	The committee chair is a very hard-working professional. I'm happy he has agreed to continue in the position.
Professional Relations	This was my first year serving on the committee and I would like to commend the chair for leading the committee, his professionalism and guidance assured that we would meet our objectives as a committee.
	The chair did an awesome job leading the committee!
	I really like this committee!
	Participating on the Professional Relations Committee is a collegial, productive, and fulfilling experience.

Finally, Committee members were asked to identify and map the committee's goals for the 2023-2024 academic year to the Educational Master Plan goals. Table 10 is a complete list of the comments provided by the committee members.

Table 10. Committee Goals for the 2023 - 2024 Academic Year by Committee

Institutional Committees		
	Educational Master Plan Goal	**Committee's Goals for 2023 - 2024**
Access to Completion and Equity (ACE)	**Goal A: Strengthening the culture of completion**	Focus on one measurable goal: Increase equitable retention and success of first-year students in Math and English courses. This includes: *The number of first-time, first-year students enrolling in first-level Math *The number of first-time, first-year students enrolling in first-level English *The success rates, by ethnicity and gender, of students in first-level Math (Leading indicator are drop rates) *The success rates, by ethnicity and gender, of students in first-level English (Leading indicator are drop rates) *The number of first-year students with Comprehensive Student Education Plans
		Have the three taskforces for represented areas report to ACE (Equity, AB 1705, and Guided Pathways)
	Goal D: Improving internal and external communication	Have the three taskforces for represented areas report to ACE (Equity, AB 1705, and Guided Pathways)
	Goal F: Enhancing organizational effectiveness	a. The number of first-time, first-year students enrolling in first-level Math b. The number of first-time, first-year students enrolling in first-level English

		c. The success rates, by ethnicity and gender, of students in first-level Math (Leading indicator are drop rates) d. The success rates, by ethnicity and gender, of students in first-level English (Leading indicator are drop rates) e. The number of first-year students with Comprehensive Student Education Plans
Arts in Public Spaces	**Goal A: Strengthening the culture of completion**	Campus art improves students educational environment, thereby encouraging completion.
	Goal E: Upgrading educational infrastructure	Campus art improves and develops the campus buildings.
		1. Gronk Exhibition, Performances, and Public Art Project 2. Equity Center Purchases for Small Art Collection 3. Performing Art Center Façade RFQ/RFP
		Gronk Exhibition PAC Facade Commercial Music Artwork
Coordinating	**Goal D: Improving internal and external communication**	Committee members continued to be proactive in sharing and disseminating information and update their respective constituent groups.
		Committee members intentionally shared and disseminated information and updates with their respective constituent groups.
	Goal F: Enhancing organizational effectiveness	In accordance with the Board Policies and Administrative Procedures Review Cycle, the committee reviewed portions of Chapter 4 during the 2023-24 academic year as well as recommend revisions to board policies and administrative procedures as presented.
		Committee reviewed Chapters 3 Board Policies and Administrative Procedures then approved recommended revisions to these policies and procedures as presented. Committee reviewed and approved recommended revisions to board policies and administrative procedures as indicated below. Committee reviewed and approved revised Board Polices and Administrative Procedures Continuous Review Cycle Document
Enrollment Management	**Goal A: Strengthening the culture of completion**	Support Enrollment Management Plan Goals
		1. Begin work on the new Enrollment Management Plan. 2. Align the Enrollment Management Goals to KPIs. 3. Track Progress towards Goals and Communicate Progress to Constituent Groups.
		A. Enrollment 1. Increase to 16,000 FTES in primary terms over a 3-year period. 2. Increase the number of students who apply and then enroll at Cerritos College by 10 percentage points (from 29.5% in Fall, 2022 to 39.5% in Fall, 2024). 3. Increase enrollment in non-credit CTE (Career Technical Education) courses by 10% (from 630 in Fall, 2022 to 693 in Fall 2024). 4. Increase the percentage of first-time, first-year students enrolling (and successfully completing) math and English by 7 percentage points (for math from 23.79% in 2021 to 30.79% in 2024; and for English from 41.35% in 2021 to 48.35% in 2024). B. Persistence 1. Increase the percentage of first-time, first-year students who persist from Fall to Spring semesters by 12 percentage points (from 72.31% in 2021 to 84.31% in 2024). 2. Increase the percentage of students who persist from their first Fall to their second Fall semesters by 10 percentage points (from 52.49% in 2021 to 62.49% in 2024). C. Completion 1. Increase the number of students who complete an Associate

		Degree for Transfer (ADT) by 12% (from 637 in 2021 to 714 in 2024). 2. Increase the total number of degrees or certificates earned by 30% (from 5,182 in 2022 to 6,737 in 2024). 3. Increase the number of students who earn a CTE-related degree or certificate and report employment in their related field of study by 10% (from 1,368 in 2021 to 1,505 in 2024). D. Transfer 1. Increase the number of students who transfer to a CSU by 5% annually (from 1,173 in 2022 to 1,293 in 2024). 2. Increase the number of students who transfer to a UC by 5% annually (from 125 in 2022 to 138 in 2024). 3. Begin tracking the number of students who transfer to out-of-State and private universities.
		Begin work on the new Enrollment Management Plan.
	Goal B: Ensuring program alignment by strengthening partnerships	Support Enrollment Management Plan Goals
		1. Begin work on the new Enrollment Management Plan. 2. Align the Enrollment Management Goals to KPIs. 3. Track Progress towards Goals and Communicate Progress to Constituent Groups.
		Align the Enrollment Management Goals to KPIs.
	Goal C: Promoting leadership and staff development	Support Enrollment Management Plan Goals
		1. Begin work on the new Enrollment Management Plan. 2. Align the Enrollment Management Goals to KPIs. 3. Track Progress towards Goals and Communicate Progress to Constituent Groups.
	Goal D: Improving internal and external communication	Support Enrollment Management Plan Goals
		1. Begin work on the new Enrollment Management Plan. 2. Align the Enrollment Management Goals to KPIs. 3. Track Progress towards Goals and Communicate Progress to Constituent Groups.
		Track Progress towards Goals and Communicate Progress to Constituent Groups.
	Goal F: Enhancing organizational effectiveness	Support Enrollment Management Plan Goals
		1. Assess the college mission by using student learning outcomes and program review data. Disaggregate and analyze these data and evaluate the efficacy of strategies to mitigate gaps. (I.B.5, I.B.6). 2. Identify and regularly assess learning outcomes for courses, programs, certificates, and degrees. In every class section, the course syllabus must include learning outcomes from the officially approved course outline of record. (II.A.3, I.B.2).
		1. Begin work on the new Enrollment Management Plan. 2. Align the Enrollment Management Goals to KPIs. 3. Track Progress towards Goals and Communicate Progress to Constituent Groups.
Facilities Planning	**Goal A: Strengthening the culture of completion**	Ensuring we offer an inviting, user-friendly, and safe campus.
	Goal B: Ensuring program alignment by strengthening partnerships	Partnerships are increasing student involvement is also a priority
	Goal D: Improving internal and external communication	Proactively share and disseminate information and updates with their constituent groups.
		Based on when committee members share their items, it appears that they have talked to the constituent groups and bring items discussed in the meeting to their respective groups.
		Continue to disseminate information and updates to the campus and constituent groups.

		Constituent groups have been incorporated and are a priority for the meeting and notifications
	Goal E: Upgrading educational infrastructure	Environmental sustainability
		Many sustainable projects have been instituted by the campus, and for the future.
		Continue to implement environmental sustainability practices into campus practices.
		Continuing to support campus construction projects. Ensuring we have effective technology infrastructure, like wi-fi. Promoting sustainability. Developing more welcoming and user-friendly outdoor spaces.
		The mission is clear that the committee has provided guidance and is seeking to improve the campus' conditions. Several milestones have been achieved.
		Incorporate further environmental sustainability practices into campus practices.
	Goal F: Enhancing organizational effectiveness	Review and recommend projects regarding the facilities master plan
		The team is dedicated to performing and enhancing its effectiveness and outreach
Information Technology Standards	Goal A: Strengthening the culture of completion	Assist the college in developing and/or maintaining the Technology Master plan.
		Recommends policies and procedures governing the implementation and use of college technology Recommends standards for hardware and peripherals that are compatible with our software standards.
		Replaced all Wi-Fi and have expanded Wi-fi into all classrooms. We now have 14 HyFlex classroom and have more in the purchasing process
		Make recommendations to departments/divisions for computer equipment peripherals. Implement Phase 1 of IT Master Plan. Work with DE Coordinators and Distance Learning Committee to expand HyFlex standard. Monitors trends and practices on issues within the committee's scope and communicates them to the College
		5) Implement Phase 1 of IT Master Plan. (Goal A & E) Progress: We replaced all Wi-Fi and have expanded Wi-fi into all classrooms. 6) Make recommendations to departments/divisions for computer equipment and peripherals. (Goal A & E) Progress: We have not needed to look at this at this time. 7) Work with DE Coordinators and Distance Learning Committee to expand HyFlex standard. (Goal A & E) Progress: We now have HyFlex classroom and have more in the purchasing process. 8) Assist the college in developing and/or maintaining the Technology Master Plan (Goal A & E) Progress: The district has not started this process yet. 9) Monitors trends and practices on issues within the committee's scope and communicates them to the College. (Goal A & E) Progress: Items are brought forward as they come up.
	Goal B: Ensuring program alignment by strengthening partnerships	Work with IERPG to conduct Campus Technology Survey
	Goal C: Promoting leadership and staff development	Make recommendations to departments/divisions for computer equipment and peripherals.

		Issuing small "tests" to ensure that faculty and staff stay vigilant with IT safety and security. If they do not pass these little "tests" training is provided.
	Goal D: Improving internal and external communication	Assist the college in developing and/or maintaining the Technology Master Plan Monitors trends and practices on issues within the committee's scope and communicates them to the College.
		Communications are sent from the Director of IT during any major project updates/upgrades advising the campus community of possible unavailability or interruptions of certain programs or software.
	Goal E: Upgrading educational infrastructure	Several goals were outlined
		Regular recommendations for hardware and peripherals that are compatible with software standards are conducted. In progress to work with IERPG to conduct campus Technology survey. Items that involve trends and practices on issues within the scope of the committee are brought forward as they arise and are then communicated to the College.
		1) Recommends policies and procedures governing the implementation and use of college technology (Goal E) Progress: We did not have any polices or procedures that the committee needed to review. 2) Recommends standards for hardware and peripherals that are compatible with our software standards. (Goal E) Progress: This happened regularly at each meeting. 3) Reviews and updates software standards. (Goal E) Progress: no software standards were looked at this year. 4) Work with IERPG to conduct Campus Technology Survey. (Goal E) Progress: We have not started this one. 5) Implement Phase 1 of IT Master Plan. (Goal A & E) Progress: We replaced all Wi-Fi and have expanded Wi-fi into all classrooms. 6) Make recommendations to departments/divisions for computer equipment and peripherals. (Goal A & E) Progress: We have not needed to look at this at this time. 7) Work with DE Coordinators and Distance Learning Committee to expand HyFlex standard. (Goal A & E) Progress: We now have HyFlex classroom and have more in the purchasing process. 8) Assist the college in developing and/or maintaining the Technology Master Plan (Goal A & E) Progress: The district has not started this process yet. 9) Monitors trends and practices on issues within the committee's scope and communicates them to the College. (Goal A & E) Progress: Items are brought forward as they come up.
	Goal F: Enhancing organizational effectiveness	Assist the college in developing and/or maintaining the Technology Master Plan
		IT is a constant work in progress in enhancing organizational effectiveness. Items may be brought forth by the campus community or are brought forward by IT in order to keep campus running smoothly and efficiently.
Planning	**Goal A: Strengthening the culture of completion**	Develop a planning cycle
		Creating the Comprehensive Master Plan
	Goal B: Ensuring program alignment by strengthening partnerships	Lead the development of the Comprehensive Master Plan - this turned into the Student's First Framework

	Goal D: Improving internal and external communication	Co-chairs will be more proactive in regularly sharing and disseminating information to the campus community.
		Provide information to committee members and campus constituents to understand further the Student Center Funding Formula (SCFF). The committee co-chairs will be proactive in regularly sharing and disseminating information to the campus community, and committee members will continue to provide updates with their respective constituent groups. Review draft revisions to the questions in the unit planning process to ensure that they align with the new accreditation standards. Continue improving internal and external communication by ensuring the committee website is up-to-date, planning calendar/timelines are discussed and posted online, and budget updates are routinely provided.
		Keeping websites up-to-date Reviewed draft revisions to the questions in the unit planning process Co-chairs kept the committee well-informed
		Support the campus in understanding the funding formula Share key info to the campus community Review the draft revisions to the questions in the unit planning align with new accreditation standards
	Goal F: Enhancing organizational effectiveness	Develop a planning cycle ensuring all plans align to the Comprehensive Master Plan. Lead the development of the Comprehensive Master Plan and provide a recommendation to the Board for approval.
		Leading the development of the Master Plan Making sure all plans map to the CMP
Student Life	**Goal A: Strengthening the culture of completion**	Explore strategies and develop recommendations to connect students through in-person and online cohorts, to advance a sense of belonging on campus. Develop practices to utilize the Cerritos College App to engage students through online cohorts, interaction features, and app communication.
		Explore strategies to streamline presentation of the graduates during the Commencement Ceremony, to reduce graduates leaving early.
	Goal E: Upgrading educational infrastructure	Explore strategies to streamline presentation of the graduates during the Commencement Ceremony, to reduce graduates leaving early.
	Goal F: Enhancing organizational effectiveness	Explore strategies to streamline presentation of the graduates during the Commencement Ceremony, to reduce graduates leaving early.

Faculty Senate Committees	
Educational Master Plan Goal	**Committee's Goals for 2023 - 2024**

Curriculum	**Goal A: Strengthening the culture of completion**	Development of certificates, AA degrees, ADT degrees and transfer courses.
		Stream lining degree requirements.
	Goal B: Ensuring program alignment by strengthening partnerships	Development of ADT degrees strengthens partnerships with CSUs.
		Collaboration in degree and program development.
	Goal C: Promoting leadership and staff development	Opportunities for professional growth are provided to committee members.
	Goal D: Improving internal and external communication	Emails and Board Docs document the committee meetings and performance.

	Goal E: Upgrading educational infrastructure	Each meeting represents the approval of revised and upgraded educational programs.
	Goal F: Enhancing organizational effectiveness	Educational upgrades enhance organizational skills and effectiveness.
Digital Learning	Goal A: Strengthening the culture of completion	Improving online teaching.
		The Digital Learning Committee is constantly evaluating and re-evaluating how to best serve our faculty, staff, and students to be successful in all modalities of learning.
	Goal B: Ensuring program alignment by strengthening partnerships	This committee is very collaborative and supportive. That fosters strengthening partnerships.
	Goal C: Promoting leadership and staff development	The DE Committee and DE Coordinators are frequently offering training and support to support leadership and staff development.
	Goal E: Upgrading educational infrastructure	Improving technology for teaching (Canvas tools, other digital tools, hyflex rooms).
		We are often evaluating and piloting new technologies to better support faculty and staff.
	Goal F: Enhancing organizational effectiveness	We live in a digital world and understand that things need to run with efficiency to be effective. That is something that is discussed often and how to better help our faculty and staff.
Faculty Professional Development	Goal A: Strengthening the culture of completion	Facilitate the creation of professional development events that encourage the strengthening of an equity mindset as well as foster a culture of respect that reflects the college's commitment to diversity and inclusion (A1 and A8).
	Goal B: Ensuring program alignment by strengthening partnerships	Encourage the adoption of policies and procedures that will facilitate faculty professional development
	Goal C: Promoting leadership and staff development	Encourage the adoption of policies and procedures that will facilitate faculty professional development (C1). Expand awareness among faculty of available professional development opportunities (C3). Facilitate the creation of professional development opportunities meant to help our faculty – and, by extension, our students – meet the overall educational goals of Cerritos College (C4).
		Expand awareness among faculty of available professional development opportunities
	Goal D: Improving internal and external communication	Expand awareness among faculty of available professional development opportunities
	Goal E: Upgrading educational infrastructure	Advocate for the college to hire the position of Instructional Technology Designer to assist faculty with best practices for designing online courses, including technical standards for accessibility (E3).
		Facilitate the creation of professional development opportunities meant to help our faculty –and, by extension, our students – meet the overall educational goals of Cerritos College
	Goal F: Enhancing organizational effectiveness	Advocate for the college to hire the position of Instructional Technology Designer to assist faculty with best practices for designing online courses, including technical standards for accessibility
Hiring Standards	Goal A: Strengthening the culture of completion	Ensure students have highly qualified FT instructors.
		Qualified pool of applicants is essential to student completion and program integrity. This is key to student success.
	Goal C: Promoting leadership and staff development	Certainly. This committee is led by an outstanding chair. Members increase their knowledge of college programs, state requirements, and committee functions as part of self-governance. This is key for student success.

		HSC will receive, discuss, and vote on equivalency requests in a timely manner to facilitate the faculty hiring process.HSC will receive, discuss, and vote on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications
		Process equivalencies and establish local standards
	Goal D: Improving internal and external communication	Clearly communicates results of committee work to constituent groups (academic senate, depts with open searches).
		The online zoom meetings and emailed updates with accessibility to documents greatly improves the efficiency of communication between committee members, HR, the senate, management, and BoT. This is key for student success.
	Goal E: Upgrading educational infrastructure	Assisting in the process of hiring qualified faculty is essential department/program success, GE requirements, and student success.
	Goal F: Enhancing organizational effectiveness	The committee utilized Zoom meetings and email to effectively communicate to meet and carry out the mission in a timely manner.
		The online zoom meetings and emailed updates with accessibility to documents greatly improves the efficiency of communication between committee members, HR, the senate, management, and BoT. This is key for student success.
		Update and streamline Hiring Standards procedures
Instructional Program Review	**Goal A: Strengthening the culture of completion**	Many reports come to the committee with syntax errors, punctuation errors, and SLOs not complete. This adds many hours over the course of the summer.
	Goal C: Promoting leadership and staff development	The committee will hold regular meetings during the academic year (1st and 3rd Tuesday of each month). The committee will schedule 2025-2026 programs for review during the academic year. The Director of IERPG will provide training for committee members on how to use eLumen to review reports submitted by programs undergoing review.
		The committee chair has really improved efficiency with revised analysis, clear forms, and strong and transparent leadership!
		The committee will hold regular meetings during the academic year (1st and 3rd Tuesday of each month). The Director of IERPG will provide training for committee members on how to use eLumen to review reports submitted by programs undergoing review.
	Goal D: Improving internal and external communication	The committee has scheduled 9 programs for review during the 2023-2024 academic year; and 10 programs for 2024-2025 academic year). The committee will provide guidance and consultation to programs undergoing review. The committee will hold regular meetings during the academic year (1st and 3rd Tuesday of each month). The committee will conduct orientation for programs scheduled for review in 2023-2024 and 2024-2025. The committee will support programs undergoing review by providing a Word template of the report sections found in eLumen and a PowerPoint template for program visitations. The committee will encourage programs to have an equity lens when analyzing their program data and support departments to use high impact practices to address equity gaps.
		We should send several reminders to departments getting ready for presentations.

		The committee has scheduled 9 programs for review during the 2023-2024 academic year; and 10 programs for 2024-2025 academic year). The committee will provide guidance and consultation to programs undergoing review. The committee will conduct orientation for programs scheduled for review in 2023-2024 and 2024-2025. The committee will support programs undergoing review by providing a Word template of the report sections found in eLumen and a PowerPoint template for program visitations. The committee will encourage programs to have an equity lens when analyzing their program data and support departments to use high impact practices to address equity gaps.
	Goal F: Enhancing organizational effectiveness	The committee will provide feedback and offer recommendations to programs undergoing review. The committee will schedule 2025-2026 programs for review during the academic year. The committee will update website to show the revised IPR Handbook; calendar/list of programs up for review in 2023-2024 and 2024-2025 cycles; and guide to eLumen.
		Increased Communication is critical in enhancing organizational effectiveness.
Professional Relations	**Goal C: Promoting leadership and staff development**	The main goal was to identify the outstanding faculty, both part-time and full-time for this academic year. By doing so, faculty were rewarded for their hard work and acknowledged for their exceptional contributions. This will motivate them to continue their dedication and inspires other faculty. Faculty leadership and outcomes of their professional development and growth are recognized through the award.
		The presentation of the Outstanding Faculty Awards is a way to increase employee satisfaction
		The Professional Relations Commitee promotes leadership among faculty and seeks student feedback about faculty performance.
Sabbatical Leave	**Goal C: Promoting leadership and staff development**	The SLC goals are to complete the 2024-2025 sabbatical leave applications and 2022-2023 sabbatical leave reports. The SLC also provides workshops for all applicants and returning sabbatical recipients.
Student Learning Outcomes	**Goal A: Strengthening the culture of completion**	Worked with all Departments to provide support in developing SLO cycle, goals and action plans based on SLO assessment data.
	Goal B: Ensuring program alignment by strengthening partnerships	Worked with all Department Chairs to develop an overall Program SLOs and Career Learning Pathways SLOs. Also, worked with faculty to enhance faculty participation in the SLO assessment process by sharing SLO best practices, CTX workshops, Canvas.
	Goal C: Promoting leadership and staff development	Acted as SLO liaison with Curriculum and Inst. Program Review Committees to ensure consistency in SLO guidance, messaging, and support. Also, worked with faculty to enhance faculty participation in the SLO assessment process by sharing SLO best practices, CTX workshops, Canvas.
	Goal D: Improving internal and external communication	Highlighted SLO promising practices on the SLO webpage by creating a program spotlight. Act as SLO liaison with Curriculum and Inst. Program Review Committees to ensure consistency in SLO guidance, messaging, and support.

	Analysis of student demographic information (disaggregated assessment results) in eLumen (Deadline: ongoing).Continue to work with all Departments to provide support in developing SLO cycle, goals and action plans based on SLO assessment data. (Deadline: May 31, 2023).Highlight SLO promising practices on the SLO webpage by creating a program spotlight. (Deadline: May 31, 2023).Act as SLO liaison with Curriculum and Inst. Program Review Committees to ensure consistency in SLO guidance, messaging, and support. (Deadline: May 31, 2023).Establish a clear process for ISLO assessment. (continuous).
Goal E: Upgrading educational infrastructure	Continuous goal: establish a clear process for ISLO assessment.
	Continue to work with all Department Chairs to develop an overall Program SLOs and Career Learning Pathways SLOs (Deadline: May 31, 2023) Continue to work with faculty to enhance faculty participation in the SLO assessment process by sharing SLO best practices, CTX workshops, Canvas. (Deadline: May 31, 2023)
Goal F: Enhancing organizational effectiveness	Continue to work with all Departments to provide support in developing SLO cycle, goals and action plans based on SLO assessment data. Continue to work with faculty to enhance faculty participation in the SLO assessment process by sharing SLO best practices, CTX workshops, Canvas. Act as SLO liaison with Curriculum and Inst. Program Review Committees to ensure consistency in SLO guidance, messaging, and support.
	Continue to work with all Departments to provide support in developing SLO cycle, goals and action plans based on SLO assessment data. (Deadline: May 31, 2023) Act as SLO liaison with Curriculum and Inst. Program Review Committees to ensure consistency in SLO guidance, messaging, and support. (Deadline: May 31, 2023)