SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Minutes
January 26, 2011

To: Distribution
From: Bonnie Jaros, Chair, Institutional Effectiveness and Assessment Committee

Santa Ana College Mission: **The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.**
Santa Ana College Vision Themes: **I. Student Achievement; II. Use of Technology; III. Innovation; IV. Community; V. Workforce Development; VI. New American Community**

Members Present: Paul Foster, Sue Garnett (for Ed Ripley), Bonnie Jaros, Nga Pham, John Zarske

Guests: John Didion

I. **Approval of Minutes of December 1, 2010—**The minutes of December 1, 2010 were approved as written.
II. **Accreditation–Midterm Report: Update of Workgroups**
   A. Response to District Recommendation 1: Planning and Budget Integration—John Didion, peter Hardash, Nga Pham, and Bonnie jaros will meet at the end of February to work on this response. The Board of Trustees will conduct their planning retreat on February 7, 2011. In addition, they will have a half-day planning event mid March. Prior to this event, interviews and analysis will occur at Sac and SCC over a two-day period. The outcome of this event will be a district Strategic Plan.
   B. Response to District Recommendation 2: Computer-based Student Attendance Recording System—Aracely Mora and Linda Miscovic are leading a workgroup to update the response to this recommendation, which was written in the 2009 *Follow Up Report* of both colleges.
   C. District Recommendation 3: Communication Process between Trustees and District Employees—Dr. Rodriguez is preparing a draft to this response.

D. District Recommendation 4: Board Self-Evaluation Policy—Nga and Bonnie will meet next week to update the 2009 Follow Up report response. The Board of Trustees has done a great deal of positive work in this area. Nga has all the surveys and analyses.

E. College Recommendation 1: Planning and Budget Integration—Paul, Ray, Jeff and Bonnie will meet next week to update the response that was prepared for the 2009 *Follow Up Report*.

F. College Recommendation 2: Diversity Plan—Bonnie has written a brief response based on information gleaned from a conference call President Martinez and she had with Vice President Jack Pond in December 2010. Bonnie has sent the response to John Didion and President Martinez for comment.

G. College Recommendation 3: Communication with Classified Employees—Sara has prepared a preliminary response and is awaiting input form the workgroup. Members of IE&A reviewed the draft and made suggestions which Bonnie will refer to Sara.

H. Response to Self-Identified Issues in the Planning Agenda of the Institutional Self Study 2008—Several individuals have worked on this section. Please see **Appendix A**, and continue to fill in the sections you are responsible for.

I. Bonnie has almost completed the front end section of the report.

III. **Other—**Work for this spring will also include: **A.** Strategic Plan Update S11; **B**. Review of program review documents; **C.** IE&A End-of-Year Report; **D.** Reports from other governance groups for planning oversight; **E.** TLC Meta Analysis of PA/PR

The next meeting of IE&A will be held February 16, 2011 from 2:00-4:00pm in A-105. The meeting will be dedicated to the Accreditation *Midterm Report*.

**Planning Agenda of the Santa Ana College
Report of the Institutional Self Study for Accreditation 2008
(Annotated Version for Response to WASC Recommendations)**

Self Study Planning Agenda	Team Recommendation The team recommends the district/college:	Persons Responsible / Implementation Schedule	Current Status
Standard I:			
1. The *Portfolio Assessment/Program Review* will be ongoing and consistent with interdisciplinary dialogue leading to systematic and continuous improvement at the program level.	To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	Under the aegis of the TLC and the guidance of the IE&A Coordinator, all departments will complete one complete cycle of the PA/PR by Spring 2011. The process will then be ongoing for all departments to undergo systematic, continuous improvement. The TLC will evaluate the process every year commencing spring 2009 and report any recommended changes to the process to IE&A.	All departments have kept an annual Department Planning Portfolio (DPP) with annual goals and the status of those goals. These have been referred to the Division Deans, aggregated and then sent to the Vice President of Academic Affairs. (Included are facilities, FTE, equipment requests based on goals.) Quadrennial capstone review of the DPPs, including the Direct SLO Assessments of the seven Core Competencies and the 19 Question Template (19-QT) has been completed by all departments as of spring 2011. The Teaching Learning Committee (TLC) has reviewed all PA/PR documents, has aggregated the results in the *TLC End-of-Year Report* (which it refers to the Institutional Effectiveness and Assessment Committee (IE&A), and has made recommendations for slight revision in the PA/PR process. Core Competency 3, formerly "Information Competency" is now "Information Management"

			and includes: A. Information Competency; and B. Technology Competency. In addition, BSI work will be incorporated into the PA/PR reports in the second cycle 2012-2016 for all academic departments. More course-level data will be utilized demonstrating improvement in course completion rates as well as semester to semester persistence rates. A 10% goal has been set college-wide through the next PA/PR cycle for all departments.
2. All departments will complete a cycle of PA/PR by spring 2011.	To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	Under the aegis of the TLC and the guidance of the IE&A Coordinator, all departments will complete one complete cycle of the PA/PR by Spring 2011. The process will then be ongoing for all departments to undergo systematic, continuous improvement. The TLC will evaluate the process every year commencing spring 2009 and report any recommended changes to the process to IE&A.	One complete cycle of capstone quadrennial PA/PR analysis (including Direct-SLO Assessment and the 19-QT) has been completed by all academic departments as of spring 2011.
3. All departments will fully utilize the electronic Department Planning Portfolio process.		Under the aegis of the Technical Committee of C&I, all departments will utilize the electronic DPP. All departments will also submit all proposals on WebCMS in the 2008-09 academic year and	All departments are utilizing the electronic Department Planning Portfolio. SAC has migrated from WebCMS to CurricuNet as of spring 2011. All new and revised courses and programs will be placed on CurricuNet by the faculty.

		ongoing.	
4. The Institutional Effectiveness and Assessment Committee will continue to provide the *Strategic Plan with Progress on Goals* document to the college president and appropriate governance committees every spring.		The IE&A committee will continue to follow the timeline established in 2007-08 to update the *Strategic Plan with Progress on Goals* every spring. The chair of IE&A will disseminate results and recommendations for change broadly. In addition, the *Strategic Plan with Progress on Goals* will be posted on the IE&A website on InsideSAC.net.	The IE&A Committee has provided the college president and all governance committees the *Strategic Plan with Progress on Goals* each spring. In addition, IE&A has provided the *IE&A End-of-Year Report* to each governance committee. This report aggregates information from all program review reports: Academic (referred by the TLC), Student Services, Administrative Services and President's Cabinet. IE&A also received the end-of-year reports from all the governance committees. The *Educational Master Plan*, which contains the *Strategic Plan 2007-2015*, is also updated to include this report and all governance committee end-of-year reports, under the aegis of the IE&A Committee.
5. The Institutional Effectiveness and Assessment Committee will continue to aggregate all program review documentation and advise the appropriate governance committees every spring.		Under the guidance of the IE&A Coordinator, the IE&A will receive all Program Review Reports and synthesize recommendations which will be referred to President's Cabinet, Facilities, Budget & Planning and SACTAC committees, the Academic Senate and College Council.	The IE&A Committee has received and reviewed all institutional program review documents and created the *IE&A End-of-Year Report*, which is included in the annual update of the *Educational Master Plan* and sent to all governance committees (including College Council) and constituency groups (including the Academic Senate, CSEA and FARSCCD).

6. The IE&A committee will update the *Strategic Plan* annually. Upon completion of the first eight-year cycle of the Strategic Plan, IE&A will conduct a thorough evaluation which it will forward to College Council.		Utilizing the *Strategic Plan with Progress on Goals* and the aggregate program review reports (Academic, Student Services, Administrative Services, President's cabinet), the IE&A committee will make recommendations to College Council. In 2015, a thorough college-wide evaluation will be conducted. As the *Strategic Plan* will be continually updated and revised, the evaluation will include efficacy of format.	In 2015, a thorough review will be conducted utilizing the BOT Vision and Goals as a guide for the SAC Mission Statement as well as the Vision Themes, which serve as the general heading of each section of the *Strategic Plan*. The SAC Mission Statement undergoes annual review apart from Strategic Plan Review, and remains in alignment with the Board of Trustees Vision Statement and Goals on an ongoing basis.
7. In 2008-2009, under the aegis of IE&A, SAC will engage in a college-wide dialogue to evaluate the effectiveness of the *Strategic Plan* and to determine how that plan and its processes have affected the various departments, disciplines, programs and student learning.		Under the aegis of IE&A, a survey will be created and sent to all governance committees, President's Cabinet, College Council and the Academic Senate, IE&A will aggregate the results and provide them to the college community via the president of the college and the chairs of the governance committees.	The *Strategic Plan* was updated S08, S09, S10 and S11. At that time collegial dialogue occurred at all levels in workgroups as well as governance groups, and the Strategic Plan was revised as needed. Data was collected as needed. It was determined by the IE&A committee that discussion at the governance level, including College Council and the Academic Senate would be more beneficial than a survey. At least one IE&A member serves on all governance groups, President's Cabinet, the Academic Senate, and CSEA. The *Strategic Plan Update*, in concert with the *IE&A*

			End-of-Year Report is also included in the master Plan Update each spring. The Vision Themes serve as heading for each major section of the *Strategic Plan.* The Santa Ana College *Annual Report* has also been organized by Vision theme with administrative areas as sub-themes. The Vision Themes also are posted on agendas of governance committees.
8. The TLC will continue to sponsor training for faculty in direct SLO assessment, rubric development, best practices and other topics salient to student learning.		The TLC will sponsor faculty development and training activities (e.g., Best Practitioners Fair spring 2009) for faculty in direct SLO assessment, rubric development, best practices and other topics salient to student learning commencing spring 2009. The IE&A coordinator will meet with individual departments to discuss PA/PR, SLO assessment and rubric development commencing fall 2008. A log will be posted on the TLC website on InsideSAC.net.	The TLC has sponsored faculty development and training activities. A log has been kept and has been included in the *Education Master Plan* Update documents. At this time, BSI and the Student Success Committee is also conducting faculty development activities related to faculty inquiry group activities. Training in data collection at the course level will be sponsored by BSI. The BSI coordinator serves on the TLC; regular reports are also made to the Academic Senate.
9. The TLC will evaluate the effectiveness of the PA/PR model with regard to *Direct Assessment of SLOs*, and recommendations for		The TLC will evaluate the PA/PR model every spring commencing spring 2009 and make recommendations as appropriate to the IE&A	The TLC has evaluated the Core Competencies and the PA/PR. Recommendations to change Core Competency 3 were approved by the TLC and then the Curriculum and

model clarification will be made if needed.		committee. If changes are recommended, prior to incorporating them, there will be broad-based dialogue at the Academic Senate and the division curriculum committees, which will report to C&I.	Instruction Council. In addition, recommendations to incorporate BSI into the PA/PR have been actualized spring 2011. More course-level data will be expected in the second cycle of PA/PR commencing spring 2012.
Standard IIA:			
1. The vice president of academic affairs and the Facilities Committee will consider alternatives to house the Writing Center, Math Study Center, Tutoring Center and Student Success Center in close proximity.		The Facilities Committee will consider incorporating housing the Writing Center, math Study Center, Tutoring center and Success Center in the Johnson Center. This concept may also be incorporated into a Title V grant proposed for spring 2009.	
2.All departments will complete PA/PR by 2011.	To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	Under the aegis of the TLC and the guidance of the IE&A Coordinator, all departments will complete one complete cycle of the PA/PR by Spring 2011. The process will then be ongoing for all departments to undergo systematic, continuous improvement. The TLC will evaluate the process every year commencing spring 2009 and report any recommended changes to the process to IE&A.	All departments completed a cycle of capstone academic PA/PR by spring 2011.
3. President's Cabinet, College Council and the	The team recommends that the college valuate	President's Cabinet and College Council will	<mark>The budget planning process will be reviewed annually by</mark>

Budget Committee will coordinate the process of prioritizing requests with fiscal implications from the DPP, student services portfolio and the administrative services portfolio.	its planning processes, including the integration of staffing, technology and facilities master plans, to ensure the budget is used as planning tool to achieve its strategic goals and that the outcomes from these activities be formally and broadly communicated to ensure quality. As part of this integration, the Team recommends that the college resource allocation be based on plans, program reviews (Department Planning Portfolios, or DPPs), and actual budgetary performance. This requires that the college evaluate the outcomes of its planning/budget process and use that data in subsequent budget development.	utilize information from the *Strategic Plan Progress on Goals* and the program review reports from IE&A in addition to information received from the DPP from the vice presidents of academic affairs and student services to integrate staffing, technology and facilities master plans. This information will be sent to the Budget Committee for prioritization in the 2008-09 academic year.	<mark>the Budget Committee and College Council.</mark>
4. All departments will complete the direct and indirect assessment portion of the COR using multiple measures by 2011 utilizing the PA/PR model.	To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	Under the aegis of the TLC and the guidance of the IE&A Coordinator, all departments will complete one complete cycle of the PA/PR by Spring 2011. The process will then be ongoing for all departments to undergo systematic, continuous improvement. The IE&A Coordinator will meet with individual departments to review SLOs on the COR and	**See I.1**

		the multiple measures used to assess the SLOs for the annual DPP as well as the quadrennial PA/PR commencing fall 2008.	
Standard IIB:			
1. Lead faculty, staff and administration will continue to develop and refine student services SLOs, especially assessment strategies as the planning and program review cycle continues.	To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	Under the guidance of the vice president of student services, program review will be conducted annually and all departments will have conducted a complete program review by spring 2012. IE&A will be apprised if all outcomes so the committee may make appropriate recommendations to all other governance entities and utilize the information for updating the *Strategic Plan*.	Student Services SLO's have received continuous attention since their inception. The VPSS is the primary trainer for the student services leadership team and has established a quarterly review process that consists of two group meetings for the teams in each department and two private meetings to do a customized case review of each specific portfolio with a focus on the specific framing of the student learning outcomes, the assessment of those learning outcomes and the application of the insights resulting from the assessment process to the planning portfolio overall. Evidence related to this continuous work includes the following: 1. VPSS meeting agendas indicating the topic was scheduled to be addressed. 2. VPSS calendar reflecting individual meetings with division leaders on the subject. 3. Departmental meetings with staff to frame and refine and discuss SLO's. 4. Revised charts

			displaying the life cycle and timeline for portfolios and program effectiveness review in student services. Drafts of portfolios to reflect revisions and improvements as the work advances.
2. Lead faculty, staff and administration will conduct an assessment of the cluster of student success committees and task forces to glean recommendations from participants that will inform design and functioning for the subsequent program year.		Under the guidance of the vice president of student services,	The SAC Student Success Committee and the sub-groups that report to it met in the 2009-2010 year and again in the 2010-2011 year to review the overall student success structure at the college and ways to refine and coordinate related work to yield the most elegant and efficient structure for thinking about and acting on strategies to improve student success. Evidence that documents this work includes: 1. Student Success Committee agendas/minutes/support materials 2. Basic Skill Task Force Agendas and minutes 3. Cabinet/Academic Senate/College Council retreat agendas Participatory Governance Handbook revisions and updates
Standard IIC:			
1. Library administration will work with the Facilities Committee to develop a plan to expand		Under the guidance of the vice president of academic affairs and the co-chairs of the	

space for additional individual seating and group study rooms for students.		Facilities Committee, the Facilities Committee will review all possibilities for expanding space for additional seating and group study rooms for students in the Library in spring 2009.	
2. Library administration, in consultation with the Budget Committee, will establish a predictable materials base-budget that is not dependent upon lottery or block grant subsidies and is protected from inflation; is sufficient to serve general education classes and vocational programs; includes provisions for enrollment growth and support for new programs.			
3. The Success Center will seek additional ongoing funds for the renewal of licenses and up-to-date software programs.			
4. The library department will expand its current library instruction program to include customized, course-specific, assignment-based library instruction.		Under the guidance of the vice president of academic affairs acting as the dean of the Library, and under the aegis of the TLC, the annual Library DPP goals and updates, in addition to the quadrennial PA/PR, will be utilized for all recommendations flowing from the faculty and staff of the Library	

		commencing spring 2009.	
5. Library administration will work with the Facilities Committee to develop a plan for providing greater seating capacity in its mediated classroom to meet the needs of the LIS and LT programs and library workshops.		Under the guidance of the vice president of academic affairs and the co-chairs of the Facilities Committee, the Facilities Committee will review all possibilities for providing greater seating capacity in the mediated classroom of the Library to meet the needs of LIS and LT programs and library workshops in spring 2009.	
6. President's cabinet will investigate appropriate reorganization within the current administrative structure or create an appropriate-level administrative position for the library who will report directly to the vice president of academic affairs.		Under the guidance of the president, President's Cabinet will investigate appropriate reorganization within the current administrative structure or create an appropriate-level administrative position for the library who will report directly to the vice president of academic affairs in spring 2009.	
7. The President's Cabinet will also investigate restoring the library faculty complement to its 2001 status.			
8. The Success Center will work with ITS to provide 24/7 remote access to students via the Success			

Center's web page.			
9. The vice president of academic affairs and the associate dean of information and learning resources, in conjunction with faculty leaders in learning resources departments, will develop a plan for all departments to collaborate easily when volume licensing is available.			
Standard IIIA:			
1. The TLC will continue its work on student learning outcomes assessment and will continue to sponsor faculty development activities related to SLOs.		The TLC will sponsor activities (e.g., Best Practitioners fair spring 2009) for faculty in direct SLO assessment, rubric development, best practices and other topic salient to student learning commencing spring 2009. The IE&A coordinator will meet with individual departments to discuss PA/PR, SLO assessment and rubric development commencing fall 2008. A log will be posted on the TLC website on InsideSAC.net.	**See I.1**
2. FARSCCD/CEFA and the district will incorporate student learning outcomes and assessment in the evaluation process through the negotiation process.	Student progress toward achieving SLOs should be a component of faculty/staff evaluations. (This item was part of the exit interview remarks)	After a thorough review of the legality and appropriateness of this recommendation, FARSCCD is in the process of negotiating that SLOs be a component of faculty evaluation within the self-evaluation portion of the evaluation	Participation in SLO assessment and other assessment activities has been incorporated into the self-evaluation portion of the faculty evaluation process.

		process (affirmatively voted upon by the faculty 11/25/08).	
3. Based on current and anticipated future needs of both the credit and non-credit divisions, appropriate administrators and faculty leaders will review the needs of the college's growing and changing student population annually to provide appropriate hiring recommendations to the district. The president of Santa Ana College and the president of the Academic Senate will assess the prioritization process to ensure that they appropriately address staffing needs.		Under the guidance of the vice president of academic affairs, the vice president of the School of Continuing Education and the Academic Senate president, and with the help of the district Research Department, an analysis of student demographic information will be utilized for hiring recommendations. The president of the college and the president of the Academic Senate will assess the prioritization process commencing spring 2009.	
4. The college will offer appropriate staff development activities for classified and academic staff that will ensure they are kept informed of policies and procedures, as well as workshops and seminars that improve the work environment, support the college mission and goals, improve the skills of employees, and continue to integrate student learning outcomes and assessment into programs.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity. (remark of exit interview) The team recommends that the college strengthen its communication with classified employees regarding governance	Under the aegis of the IE&A Committee, the associate dean of ILR and the IE&A coordinator will consult with classified staff to ascertain the type of staff development activities needed for classified staff. Under the aegis of the TLC, the FDC and the chair of TLC will continue to develop activities for faculty that support the college mission and integrate SLOs, outcomes and assessment of programs. This will be initiated	Fall 2010 the Administrative Services dept. along with the maintenance staff participated in a seminar that focused on balancing work and home.

	service opportunities, processes, deliberations, an outcomes.	spring 2009 and be ongoing.	
5. The associate dean of information and learning resources and a representative of CSEA will review the process and availability of professional development activities for classified staff for effectiveness.		To commence spring 2009.	
Standard IIIB:			
1. College Council and district administration will explore the possibility of another bond to carry out the facility plans that were established by *Measure E* and the failed *Measure O*.		After consultation with the president of SCC, the president of SAC will work with the chancellor in any way deemed appropriate by the BOT and the chancellor to explore the possibility of another bond measure. Since this is not a SAC-only initiative, timelines need to be established at the district level.	
2. President's Cabinet, the Budget Committee and the RSCCD will explore other funding options for maintenance operations and custodial services.		2009	Fall 2010 the Administrative Services dept. along with the maintenance staff participated in a seminar that focused on balancing work and home. The vice president of administrative services and the Interim Plant Manager are developing a scheduled maintenance plan that includes implementation and regular monitoring to ensure the vital infrastructure system remain fully

			operational. The fire alarm system was the first system to be thoroughly evaluated. Administrative services personnel worked with the vendor to validate monitoring, testing, and on-going maintenance at all three sites. The vendor is also providing understandable documentation listing deficiencies after each test. Corrections are being made on a timely basis. Preventative maintenance plans need to be developed for backup generators, fire sprinklers, emergency lights, fire water lines, elevators, the energy management system, high voltage, plumbing, gas, heating, ventilation, air conditioning, sewer systems, storm drains, and irrigation systems. Restoring the Director position is essential to the full implementation of a successful preventative maintenance program.
3. The vice president of administrative services and the M&O supervisor will establish, implement and maintain a plan which itemizes the scheduled maintenance plan.	The Facilities Committee to consult with **district** Planning Department to develop a process to clearly identify the total cost of ownership of major capital outlay and construction of facilities at the college.	2009	This is an on-going process. The Director of Institutional Services position was eliminated in Oct 2008, and the Night Custodial Supervisor position became vacant when that manager assumed the Interim Plant Manager position in January 2010. Even with two managers positions vacant, a preventative maintenance schedule has been established with for the fire

			alarms, which has been a major problem on this campus in the past. All devices at all three sites are tested twice a year, systems are monitored 24 hours a day, and we have a maintenance contracts. Similar maintenance schedules need to be developed for elevators, high voltage, fire sprinklers, fire hydrants, backup generators, storm drains, domestic water, sewer, gas, fire water lines, HVAC, irrigation, and energy management systems
4. The Academic Senate will appoint a DSPS faculty member to the Facilities Committee and the Safety and Security Committee as a representative. This appointment will also be added to the *Facilities Master Plan* and the re-established Safety and Security Committee.		Spring 2009	The Associate Dean of Disabled Student Program and Services is a member of the 2010-11 SAC Facilities Committee. Monica Collins was appointed faculty co-chair of the Safety Committee in 2009. Jane Mathis became a member of the Facilities Committee February 10, 2010. The ADA Subcommittee of the Facilities Committee was established on August 14, 2008 and continues to meet monthly. Paul Foster, co-chair of the Facilities Committee and a member of the ADA Subcommittee also attends Facilities Master Plan meetings.
5. The college president and the vice president of administrative services will	To evaluate mechanisms established that facilitate dialogue	To commence spring 2009.	The vice president of administrative services meets with classified employees in

communicate more directly to faculty and staff regarding facility issues.	regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.		custodial, maintenance, grounds, and transportation departments on a quarterly basis. Topics discussed this year include management expectations, surviving the budget crises, the 10 principles of teamwork, and the role of lead workers. Classified employees in custodial, maintenance, grounds, and transportation departments Employees are encouraged to attend the brown bag luncheon with the President scheduled for January 21, 2011. Fall 2010 Maintenance staff attended an ASCIIP conference…. The Vice-President of Administrative Services conducts periodic meetings to keep staff members Informed.
6. The IE&A Committee and the Facilities Committee will communicate the expectations and requirements of the co-chair positions for sub-committees that report to these governance committees.		Under the guidance of the chair of IE&A, the chairs of committees (Environmental Workgroup) will be apprised of all requirements and responsibilities of goals and activities as well as reporting to IE&A. (done fall 2008)	The Environmental Subcommittee was established as a subcommittee of IE&A but after an evaluation of its activities it was moved under the Facilities Committee. Significant documents presented at the Environmental Subcommittee are now being posted on Inside SAC. The Facilities Committee has reviewed goals and discussed

			<mark>co-chair requirements with the full committee. Also, the Environmental Workgroup was moved under the Campus Facilities Committee in Fall 2010.</mark>
7. SAC College Council and the RSCCD will explore opportunities for the funding of facilities, equipment and supplies.	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the college's *Strategic Plan*.	The president of the college will discuss with the chancellor ways in which this recommendation may be handled spring 2009. In addition BAPR will develop a planning workgroup to investigate the links between integrated planning and budget to commence spring 2009.	Non-Resident tuition provides the campus with between $125,000 and $150,000 per year for capital projects. According to the state's budget and accounting manual, capital project funds can be used improvements or extensions to the life of existing capital facilities, including major repair and remodeling projects, initial equipping of buildings and significant capital equipment purchases. During the last year capital projects that have been funded with non-resident tuition include: asbestos abatement, major plumbing repairs, storm drain connections, and high voltage maintenance. Measure E funds are being used for major sewer line improvements this winter. SAC will be receiving $377,352 in one-time Mandated Costs funds that will be included in our allocation at P1, the end of February 2011. This "Mandated Cost payment" from the state is to offset outstanding mandated costs claims from prior years. This was included in

			AB1610 which was a trailer bill in the 2010-11 state budget. These are one-time funds that are unrestricted and based on 2009-2010 P2 FTES at a rate of $17.78 per FTES. The BAPR recommendation to the Chancellor, and he agreed, was to split these one-time unrestricted funds 70% for SAC and 30% for SCC. This money is to be spent in 2010-2011. Chancellor's Cabinet is suggesting that these funds be used for facilities related one-time costs. To that end, the vice-presidents have submitted suggested uses to the President's office to be compiled and then discussed at Chancellor's Cabinet.
8. The president of SAC will request that RSCCD administration identify a formula for "the total cost of ownership" concept, which is then made explicit.	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the college's *Strategic Plan*.	. The president of the college will discuss with the chancellor ways in which this recommendation may be handled spring 2009. In addition BAPR will develop a planning workgroup to investigate the links between integrated planning and budget to commence spring 2009.	BAPR WG members are discussing ways to integrate planning and budgeting. The foremost change is in the budget model that is expected to become to SB361 Revenue Allocation model. SB361 became law in 2006 replacing funding parameters in the California Education Code. The goal of SB 361 was to equalize funding for credit FTES, bring simplicity to the funding formula, and provide enhanced funding for qualifying noncredit FTES.

			The State Chancellor's Office prepares an Exhibit C document for every district within the California Community College system. To develop a simulation, District Fiscal Services used the Exhibit C document for the Second 2009-10 Principal Apportionment that was released on June 17, 2010. Exhibit C shows the following base funding amounts: FTES > 20,000 = $4,428,727 (SAC) FTES < 10,000 = $3,321,545 (SCC) Adding the factors into the equation, and subtracting out current year expenses, shows that SAC would receive $2m more and SCC would receive ($1m) less. SCC will be funded at a higher rate when they reach 10k FTES (now at 8800). There will be a transition period to allow SCC to adjust. The amount District Operations will receive has yet to be determined. Further discussions before implementation will establish initial guidelines for evaluating District Operations and address how often the district amount should be evaluated. Should this new allocation method be adopted, each site

			will receive a lump sum amount and be responsible for developing and managing their budgets. This new model will end the discussions about fixed and variable costs associated with the current Budget Allocation Model. The District Office will no longer take care of things like COLA, Growth, and benefit increases. Each site will have to factor these amounts into their budgets each year. Each cost center would have a separate reserve (likely at a percentage mandated by the District with an additional prudent reserve established by each college).
9. College Council and RSCCD administration will explore the possibility of another bond to carry out the facility plans that were established by *Measure E.*		After consultation with the president of SCC, the president of SAC will work with the chancellor in any way deemed appropriate by the BOT and the chancellor to explore the possibility of another bond measure. Since this is not a SAC-only initiative, timelines need to be established at the district level.	Measure E funds have been used to acquire property, build buildings, and repair campus infrastructure; however, much more work is needed, especially at SAC. HMC Architects were contracted to update the SAC Facilities Master Plan, which is in the final stage of competition. The new plan has four phases ending in 2020, and assumes the passage of a bond measure in 2012. Initial discussions are underway proposing a bond measure

Standard IIIC:			
1. *Datatel* implementation management will include student electronic mail as part of the full implementation of the system.			A user's group met in December 2010 to discuss how data can be extracted from existing records to create position control documents.
2. The associate dean of ILR and the Institutional Research Department will further refine technology questions on student satisfaction surveys.		To commence spring 2009.	
3. The ILR training program will focus on pedagogy.			
4. The associate dean of ILR and district ITS will explore collaborative ventures such as a joint Help Desk.			
5. The district ITS will provide readily accessible and accurate inventory records.			
6. The associate dean of ILR, SACTAC, the vice president of academic affairs and district ITS will develop a replacement plan for technology equipment.	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the college's *Strategic Plan*.		
7. President's Cabinet will			

study feasibility of reassigning district ITS personnel stationed at SAC to a SAC vice president.			
8. SACTAC and the Facilities Committee will develop a plan for upgrading and expanding technology facilities.	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the college's *Strategic Plan*.		<mark>This is being addressed in the facilities master plan update.</mark>
9. Technology goals from the DPP will be forwarded to SACTAC division representatives, through the division deans, so that DPP plans will be infused into the college-wide *Technology Plan*.		Under the aegis of the vice presidents of academic affairs and student services and the guidance of the academic deans and student services managers, all DPP technology goals/requests will be forwarded to division SACTAC representatives commencing spring 2009. PA/PR technology analyses will continue to be forwarded to IE&A via the TLC.	
Standard IIID:			
1. The president of the college will request dialogue to occur at Chancellor's Cabinet regarding the issue of dwindling state resources in a context of increasing fixed costs, which negatively impacts the	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the		The allocation portion of this concern is being addressed by the BAPRC. The BAPR WG reviewed budget allocation models from several districts and recommended to the full BAPRC on December 8, 2010, that RSCCD move

resources available for discretionary funds available to the colleges.	college's *Strategic Plan.* To review BAM so resources based on plans and program reviews and sustainability of planning process. The team further recommends the district use outcomes of budget process and use data in subsequent budget development.		toward adopting a SB361 model similar to the one used by the Contra Costa College District. The Work Group will analyze a RSCCD simulation and look at specific scenarios. It has already been agreed that a transition plan will be necessary so neither campus suffers as a result. The Work Group has expressed hope that there is time to make this transition in time for the 2011-12 budget cycle. A Facilities Master Plan subcommittee was established in November 2009 to stay apprised of the latest developments in the SAC Facilities Master Plan. The SAC Master Plan has been broken down into phases. The first phase will be completed using remaining Measure E funds. Architects began meeting with staff late in 2010 to evaluate and coordinate Phase I projects.
2. The president of the college will include more discussion and input from all concerned constituencies regarding the nature of fixed expenditures, the impact of fixed and discretionary expenditures and funding priorities on the district and local college levels through College Council and regularly-published reports.			The SAC Planning and Budget Committee reviewed budget components and discussed fixed and variable costs during the fall 2010 semester (see Oct 5 2010 minutes).

3. The college and district will continue to seek ways to operate efficiently as well as pursue alternate sources of revenue through the DPP at the department level, the Budget Committee at the college level, and BAPR at the district level.	The college and district to use allocation model for resources based on plans and program reviews and sustainability of planning process.		The SAC Planning and Budget Committee set goals for 2010-11 (see Sept 7, 2010 minutes).
4. The SAC Budget Committee will conduct an annual review to ascertain that budget allocation is aligned with the *Strategic Plan* of the college.	The team further recommends the college evaluate outcomes of budget development process and use data in subsequent budget development.	To commence spring 2009.	The SAC Planning and Budget Committee set goals for 2010-11 (see Sept 7, 2010 minutes). The SAC Planning and Budget Committee met in May 2009. The SAC Planning and Budget Committee met in September 2010
5. The vice presidents will send DPP/student services portfolio budget priorities received from the division deans and student services managers to IE&A for information and alignment with the *Strategic Plan*, and the Budget Committee for prioritization. The Budget Committee will also be supplied the status of the *Strategic Plan* every spring by the chair of IE&A.	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool for budget allocation to fulfill the college's *Strategic Plan*. To use the allocation model for resources based on plans and program reviews and sustainability of planning process. The team further recommends the college use outcomes of budget process and use data in		The vice-president of administrative services is updating the division plan.

	subsequent budget development.		
6. BAPR will conduct an annual self review of its effectiveness together with a review of the ongoing effectiveness of the Budget Allocation Model in an environment that is conducive to voicing concerns and suggesting change without apprehension. The model developed by the BAPR workgroup should be utilized in concert with existing processes.	Review BAM so resources based on plans and program reviews and sustainability of planning process.

The team further recommends the district use outcomes of budget process and use data in subsequent budget development | BAPR will conduct a review of the BAM. Since BAPR is a district committee, the timeline must be developed at the committee. | A planning workgroup will be created to investigate the links between integrated planning and budget to commence spring 2009. The planning workgroup will also develop a program review model.

The BAPR WG reviewed budget allocation models from several districts and recommended to the full BAPRC on December 8, 2010, that RSCCD move toward adopting a SB361 model similar to the one used by the Contra Costa College District. The Work Group will analyze a RSCCD simulation and look at specific scenarios. It has already been agreed that a transition plan will be necessary so neither campus suffers as a result. The Work Group has expressed hope that there is time to make this transition in time for the 2011-12 budget cycle. |
Standard IVA			
1. The president of the college, the president of the Academic Senate and representatives of CSEA will continue to review the participatory governance framework and its operational flow annually.	The college will evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff,	Spring 2009 and ongoing annually.	The President held a Brown Bag luncheon with Classified staff on Wednesday, January 12, 2011 to discuss goals, vision, and to provide a master plan update.

	understand the responsibilities of each entity.		
2. The college president will conduct regularly-scheduled classified forums to facilitate communication among this constituency group.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.		
3. The college president and all constituency group leaders will continue to review and refine the governance framework and its operational flow.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.		
4. The college president will ascertain that the roles and responsibilities of relatively new administrators are clearly defined and understood.			
Standard IVB:			
1. The college president will continue to meet with the Academic Senate executive board and classified staff leaders regarding participatory governance structures.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially	Ongoing every spring.	

	classified staff, understand the responsibilities of each entity.		
2. The IE&A will continue to update the *Strategic Plan* and review its effectiveness in meeting the college's goals, objectives and mission statement.		Utilizing the *Strategic Plan with Progress on Goals* and the aggregate program review reports (Academic, Student Services, Administrative Services, President's cabinet), the IE&A committee will make recommendations to College Council. In 2015, a thorough college-wide evaluation will be conducted. As the *Strategic Plan* will be continually updated and revised, the evaluation will include efficacy of format.	**See I.2**
3. The president of the college will make information regarding budget issues readily available on a regular basis, especially in these times of fiscal constraint.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.	Spring 2009 and ongoing.	"Budget Update" appears on every College Council and SAC Management meeting agenda. The President has scheduled a brown bag luncheon with classified employees on January 12, 2011 and budget will be discussed at that time.
4. To enhance communication, the president will ensure that budget requests brought to President's Cabinet by the vice presidents from the DPP are shared with the Budget Committee.	The team recommends that the district evaluate its planning processes, including integration of staffing, technology and facilities master plans to ensure the budget is used as planning tool to	Spring 2009 and ongoing.	

	achieve its strategic goals. AS part of this integration, the Team recommends that the allocation model for resources be based on the plans, program reviews and sustainability of the planning process and that the outcomes from these activities be formally and broadly communicated to ensure quality. This requires that the District evaluate the outcomes of the budget process and use that data in subsequent budget development.		
5. In meetings of all governance committees at the college and district levels, constituents should:			
• identify issues related to the delineation of functions between the district and the colleges that remain unclear, unknown, problematic, or less than optimally functional --SAC continues pursuing this objective, which is evidenced in SAC Planning and Budget minutes, in BAPRC minutes and in BAPRC WG notes.			
• create a plan for clarifying and optimizing the functions related to these issues			
• create a timeline for completion of these plans			
• operationalize the plans			
• widely communicate the results to the aforementioned district committees and to the appropriate governance bodies at the colleges.-- "Budget Update" appears on every College Council and SAC Management meeting agenda. The President has scheduled a brown bag luncheon with classified employees on January 12, 2011 and budget will be discussed at that time. Budget is often discussed at division and department meetings.			
6. The college, through its governance committees and the Academic Senate will:	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all		

	members of the college community, especially classified staff, understand the responsibilities of each entity.		

- identify and prioritize the most serious areas of concern related to the district's support to the college
- present them at the district level through the appropriate governance and operational venues, including the Chancellor's Cabinet, District Management Council, the District Construction Coordination Committee, the Human Resources Committee, the Budget Allocation and Planning Review Committee, the Technology Committee, meetings of the chancellor with the Academic Senate presidents from Santa Ana College and Santiago Canyon College, and meetings of the Board of Trustees

7. In response, the Chancellor's Cabinet should:			

- create a plan for addressing the identified and prioritized areas of concern
- create a timeline for completion of these plans
- operationalize the plans
- widely communicate the results to the aforementioned district committees and to the appropriate governance bodies at the colleges.

8. The president of the college will elicit clear information about staffing rationale and disseminate this information to SAC constituency group leaders through College Council.		Ongoing commencing spring 2009.	This is evidenced in the Department Planning Portfolio and Annual Program Review Departmental
9. The Chancellor's Cabinet will continue to evaluate district/system role delineation and governance to assure effectiveness of the decision-making structures and processes.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.		

bnj/11-05-08; update 12/1/08; update 12-01-10; update 1-25-11; update 1-27-11

* Please Note: Standard IVB requires response from the district (e.g., Chancellor's Cabinet). Therefore, President Martinez must be consulted prior to beginning this response.

SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Agenda
February 16, 2011; A-105; 2:00-4:00pm

To: Distribution
From: Bonnie Jaros, Chair, Institutional Effectiveness and Assessment Committee

Santa Ana College Mission: The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.
Santa Ana College Vision Themes: I. Student Achievement; II. Use of Technology; III. Innovation; IV. Community; V. Workforce Development; VI. New American Community

I. **Approval of Minutes of January 26, 2011**
II. **Accreditation–Midterm Report: Update of Workgroups**
   a. Response to District Recommendation 1: Planning and Budget Integration
   b. Response to District Recommendation 2: Computer-based Student Attendance Recording System
   c. District Recommendation 3: Communication Process between Trustees and District Employees
   d. District Recommendation 4: Board Self-Evaluation Policy
   e. College Recommendation 1: Planning and Budget Integration
   f. College Recommendation 2: Diversity Plan
   g. College Recommendation 3: Communication with Classified Employees
   h. Response to Self-Identified Issues in the Planning Agenda of the Institutional Self Study 2008
III. **Other**

Members:

Paul Foster	Ed Ripley	**cc:**	Dr. Erlinda Martinez
Norm Fujimoto	Sharon Whelan		Kennethia Vega
Paula Garcia	John Zarske		Dr. Jeff McMillan
Ray Hicks			John Didion
Bonnie Jaros			Dr. Raúl Rodríguez
Sara Lundquist			Sue Garnett
Nga Pham			

bnj/1-26-11