



**SANTA ANA COLLEGE**  
**Institutional Effectiveness and Assessment Committee**  
**Minutes**  
**October 13, 2010**

**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, Norm Fujimoto, Ray Hicks, Bonnie Jaros, Nga Pham, Sharon Whelan, John Zarske

- I. Approval of Minutes of September 1, 2010; approval of the minutes of September 22, 2010**—The minutes of September 1, 2010 were approved as written. The minutes of September 22, 2010 were approved as written.
- II. BAPR/BAPR WG Report**—**A.** There has been ongoing discussion related to fixed and discretionary costs within the *Budget Allocation Model*. SCC will be given \$500,000 to offset some discretionary cost discrepancies. AS SAC has contributes over 70% of the workforce reduction costs in fixed costs, this item was also discussed. **(Please See Appendix A.)** BAPR will meet on October 20, 2010 at SAC in S-215.  
**B.** There will be a District Human Resources Committee meeting on October 20, 2010 as well to discuss the faculty hiring split between the two colleges.
- III. Accreditation Update**
  - a. Follow-Up Report**—The *Follow-Up Report* due October 15, 2010 was approved by the Board of Trustees on September 27, 2010. The report with three USB flash drives containing the report, as well as linked electronic versions of the evidentiary documents, were sent to ACCJC this week. The documents may also be found on <http://www.sac.edu/accreditation/evidence.htm>. The electronic versions of the October 2009 as well as the October 2010 reports may be found on

InsideSAC.net under Accreditation. A print copy of the October 15, 2010 report has also been placed in Nealley Library for the public.

**b. Midterm Report (Please bring the Appendices from the September 1, 2010 minutes)—**

1. Bonnie presented a report of the IE&A Committee's recommendations regarding the *Midterm Report* due October 2011 to President's Cabinet on October 12, 2010. President Martinez has requested that IE&A commence work on the report immediately so that an initial draft may be written by January 2011. Bonnie will begin collecting documents as well.
2. Workgroup liaisons for the seven recommendations (See **Appendices B & C**) were selected as follows:
  - District Recommendation 1* (planning/budget alignment district level)—Paul Foster, Jeff McMillan and Ray Hicks. The Follow-Up Reports of 2009 and 2010 will be amplified.
  - District Recommendation 2* (attendance recording system)—Bonnie will write something on this, as it was resolved for the *Follow-Up Report* October 15, 2009.
  - District Recommendation 3* (board policy related to board-employee relations)—Nga Pham, Sharon Whelan and Nga Pham. Bonnie will contact John Weispfenning to see if he would like to join this group. She will also contact Chancellor Rodriguez, after she discusses this with President Martinez.
  - District Recommendation 4* (board evaluation)—(same as recommendation 3)  
  - College Recommendation 1* (planning/budget alignment college level)— Paul, Jeff and Ray
  - College Recommendation 2* (Diversity Plan)—(Erlinda will confer with John Didion about this.) John Zarske and Sara Lundquist. John will invite John Didion and Morrie Barembaum, the SCC Senate president, to work with this group.
  - College Recommendation 3* (strengthening communication with classified employees)—Norm Fujimoto, Paula Garcia and Sara Lundquist. Teresa Mercado-Cota will be invited to join this group.
3. Each liaison will convene a workgroup, identify/collect appropriate data, and be responsible for writing a preliminary draft. Students will also participate. Norm has discussed this with the ASG president and will report back to IE&A.
4. Internal plans from the 2008 Self Study must also be addressed. Many of these have been resolved, and some are related to the above seven recommendations. Bonnie and Sharon will meet to develop an *accreditation planning agenda issues list* so that issues are aggregated. The list will be approved at the October 27, 2010 meeting of the IE&A Committee.

5. College Council has requested that a timeline be created and that the report be completed by June 2011. Bonnie and Norm will work on timelines.
- IV. Facilities Master Plan Update—**
1. The HMC Master Plan was presented to the facilities Committee, which formally endorsed it at the September 21, 2010 meeting. The stages and description has been posted on InsideSAC.net. Color copies will be made and sent to each division office to post publically.
  2. The following will also be posted on InsideSAC.net: The central plant proposal and the ADA transition plan.
  3. A 60-day sewer project will commence December 10, 2010.
  4. The City of Santa Ana is investigating a land swap with the National Park Service for CEC.
  5. A carpet consultant has been engaged for the A Building.
- V. Environmental Committee—**The committee's work will be posted on InsideSAC.net.
- VI. SACTAC—**Norm is chairing a sub-committee, "SAC Web." They are investigating changing Sac web formats as well as the Distance Education platform, which is one of the chancellor's goals.
- VII. Student Success Committee—**A sub-committee will be convened to plan the spring duty day activities related to Student Success.
- VIII. Other:** The *Educational Master Plan S10 Update* is available on InsideSAC.net on the IE&A page.



## **APPENDIX A**

### **Budget Report Given to Academic Senate 10/12/10**

9/28/2010 SAC Planning & Budget held a special meeting to review RSCCD Budget Assumptions and provide input to BAPR prior to the Adopted Budget going forward to the Chancellor and the Board of Trustees. Although the time to review the material was brief, the committee appreciated having the opportunity for the first time to be able to comment and forward input prior to having the Budget forwarded to the BOT. It was noted that there has been a noticeable change of attitude of the current Chancellor to allow and even encourage college level input than has been the standard in the past.

9/27/2010 BAPR approved the RSCCD Budget Assumptions and a recommended \$500,000 increase to SCC's discretionary funding from the originally proposed Adopted Budget and approved moving the modified Adopted Budget to the Chancellor.

10/5/10 SAC Planning & Budget discussed why SCC's funding was increased by BAPR and there were different interpretations expressed. Generally the members saw no problem with SCC getting addition funding in discretionary costs if this was the districts first step in restoration as SCC implemented the majority of their cuts over the past two years in the discretionary funds. It was pointed out that since SAC took much larger cuts in fixed costs i.e. staffing the next step in restoration should be to begin restoration of the loss of faculty and staff at SAC. The committee also began a more extensive review/training of budget details to allow greater ability to actively monitor the district and college budgets and to be better prepared to participate in district and college budget development in the next fiscal year.

**APPENDIX B**  
**SANTA ANA COLLEGE**  
**Institutional Effectiveness and Assessment Committee**  
**Midterm Report—October 2011**  
**Process of Organization**

- I. *The Midterm Report* due October 2011 needs to address the seven recommendations of the Team Visit of fall 2008. In addition all internal “plans” from the Self Study Fall 2008 need to be addressed. The IE&A Committee will serve as the Oversight Committee. The Oversight Committee will develop and maintain timelines and approve drafts.
- II. The chair of IE&A, who serves as the ALO, will provide information from the Commission and keep the Oversight Committee apprised of salient documents or information. She will also be responsible for the overall organization of the document; she will write the “front end” piece, keep the president apprised of all work, do the final editing and work with the printer.
- III. Designated members of IE&A will serve as the liaisons and chairs or co-chairs of the college recommendations workgroups and the internal plans. The chair of each workgroup will convene a group of colleagues from all constituencies and hold regular meetings, collect documents, produce a draft, and bring information back to the College Oversight Committee, i.e., IE&A. Students will be invited to participate as well.
- IV. The District Oversight Committee will continue in its present format to **receive information from each college related to the district recommendations.** The ALO of SAC and a designated representative from SCC will coordinate the district responses so they are synchronous. The IE&A Committee will review and approve all responses, including the district responses, on behalf of Santa Ana College.
- V. The *Follow-Up Reports* October 2009 and 2010 will be reviewed carefully. College Recommendation 1 and District Recommendations 1, 2 and 4 were addressed October 2009; District Recommendation 1 was addressed for a second time October 2010.

bnj/ revised 09-01-10; 09-22-10  
Approved IE&A 09-01-10; revisions approved 10-13-10  
Approved by President’s Cabinet October 12, 2010

## **APPENDIX C**

### **Team Recommendations**

#### **2008 Team Recommendations**

##### **College Recommendations**

###### **College Recommendation 1**

The Team recommends that the college evaluate its planning processes, including the integration of technology, staffing, and facilities master plans, to ensure the budget is used as a 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. (Standards I.A.1, I.A.3, I.B.4, I.B.6, II.A.1, II.A.2.f, III.B.2.d, III.D.1, III.D.2, III.D.3, IV.B.3.a, IV.B.3.b)

###### **College Recommendation 2**

In order to fully meet standards II and III, the Team recommends that the college prepare and maintain an updated Diversity Plan. (Standards II.A.1.a, II.A.3.c, II.B.3.d, III.A.4.a, III.A.4.b)

###### **College Recommendation 3**

The Team recommends that the college strengthen its communication with classified employees regarding governance service opportunities, processes, deliberations, and outcomes. (Standards III.A, IV.A.1)

##### **District Recommendations**

###### **District Office Review**

During the course of the concurrent accreditation visits at Santa Ana and Santiago Canyon Colleges, district trustees and staff were interviewed by Team chairs and Team members, individually and jointly, for the purpose of identifying any recommendations related to the district. In addition, the Teams reviewed board policy and regulations, minutes, and district documents as it assessed the evidence regarding system operations.

###### **District Recommendation 1**

The Team recommends that the district evaluate its planning processes, including the integration of technology, staffing and facilities master plans to ensure the budget is used as a planning tool to 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 the 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. (Standards I.A.1, I.A.3, I.B.4, I.B.6, II.A.1, II.A.2.f, III.D.1, III.D.2, III.D.3, IV.B.3.a, IV.B.3.b)

**District Recommendation 2**

In order to maintain stable financial resources, the Team recommends that the District reviews its computer-based student attendance recording system to ensure that repeated courses are being appropriately reported for state apportionment funding consistent with existing regulations. (Standards III.D.1.b, III.D.2.a, III.D.2.g)

**District Recommendation 3**

The Team recommends that a set of written policies and regulations be created that establishes appropriate communication processes between the trustees and district employees. The Team further recommends that Board adherence to these regulations and procedures be assessed within a systematic culture of evidence and cycle of continuous improvement. (Standards IV.B.1.a, IV.B.3.a, IV.B.3.e, IV.B.3.f)

**District Recommendation 4**

The Team recommends that the district review its board evaluation policy to ensure integrity and effectiveness, and that its self-assessment results are widely communicated and applied within a systematic culture of evidence and cycle of continuous improvement. (Standards IV.A.5, IV.B.1.g)

**APPENDIX D**  
**Planning Agenda of the Santa Ana College**  
**Report of the Institutional Self Study for Accreditation 2008**

**Standard I:**

The *Portfolio Assessment/Program Review* will be ongoing and consistent with interdisciplinary dialogue leading to systematic and continuous improvement at the program level.

All departments will complete a cycle of PA/PR by spring 2011.

All departments will fully utilize the electronic Department Planning Portfolio process.

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 Institutional Effectiveness and Assessment Committee will continue to aggregate all program review documentation and advise the appropriate governance committees every spring.

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.

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.

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 evaluate the effectiveness of the PA/PR model with regard to *Direct Assessment of SLOs*, and recommendations for model clarification will be made if needed.

### **Standard IIA:**

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.

All departments will complete PA/PR by 2011.

President's Cabinet, College Council and the Budget Committee will coordinate the process of prioritizing requests with fiscal implications from the DPP, student services portfolio and the administrative services portfolio.

All departments will complete the direct and indirect assessment portion of the COR using multiple measures by 2011 utilizing the PA/PR model.

### **Standard IIB:**

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.

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.

### **Standard IIC:**

Library administration will work with the Facilities Committee to develop a plan to expand space for additional individual seating and group study rooms for students (IIC1-14, p. 3, Goal B.e).



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. (IIC1-14, p. 1, Goal A)

The Success Center will seek additional ongoing funds for the renewal of licenses and up-to-date software programs.

The library department will expand its current library instruction program to include customized, course-specific, assignment-based library instruction.

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.

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.

The President's Cabinet will also investigate restoring the library faculty complement to its 2001 status (IIC1-14, p. 2, Goal A.f).

The Success Center will work with ITS to provide 24/7 remote access to students via the Success Center's web page.

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:**

The TLC will continue its work on student learning outcomes assessment and will continue to sponsor faculty development activities related to SLOs.

FARSCCD/CEFA and the district will incorporate student learning outcomes and assessment in the evaluation process through the negotiation process.

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.

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.

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.

**Standard IIIB:**

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*.

President's cabinet, the budget Committee and the RSCCD will explore other funding options for maintenance operations and custodial services.

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 Academic Senate will appoint a DSPPS 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.

The college president and the vice president of administrative services will communicate more directly to faculty and staff regarding facility issues.

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.

SAC College Council and the RSCCD will explore opportunities for the funding of facilities, equipment and supplies.

The president of SAC will request that RSCCD administration identify a formula for "the total cost of ownership" concept, which is then made explicit.

College Council and RSCCD administration will explore the possibility of another bond to carry out the facility plans that were established by *Measure E*.

**Standard III C:**

*Datatel* implementation management will include student electronic mail as part of the full implementation of the system.

The associate dean of ILR and the Institutional Research Department will further refine technology questions on student satisfaction surveys.

The ILR training program will focus on pedagogy.

The associate dean of ILR and district ITS will explore collaborative ventures such as a joint Help Desk.

The district ITS will provide readily accessible and accurate inventory records.

The associate dean of ILR, SACTAC, the vice president of academic affairs and district ITS will develop a replacement plan for technology equipment.

President's Cabinet will study feasibility of reassigning district ITS personnel stationed at SAC to a SAC vice president.

SACTAC and the Facilities Committee will develop a plan for upgrading and expanding technology facilities.

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*.

**Standard III D:**

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 resources available for discretionary funds available to the colleges.

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 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 SAC Budget Committee will conduct an annual review to ascertain that budget allocation is aligned with the *Strategic Plan* of the college.

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.

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.

#### **Standard IVA**

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 president will conduct regularly-scheduled classified forums to facilitate communication among this constituency group.

The college president and all constituency group leaders will continue to review and refine the governance framework and its operational flow.

The college president will ascertain that the roles and responsibilities of relatively new administrators are clearly defined and understood.

#### **Standard IVB:**

The college president will continue to meet with the Academic Senate executive board and classified staff leaders regarding participatory governance structures.

The IE&A will continue to update the *Strategic Plan* and review its effectiveness in meeting the college's goals, objectives and mission statement.

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 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.

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
- 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.

The college, through its governance committees and the Academic Senate will:

- 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

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.

The president of the college will elicit clear information about staffing rationale and disseminate this information to SAC constituency group leaders through College Council.

The Chancellor's Cabinet will continue to evaluate district/system role delineation and governance to assure effectiveness of the decision-making structures and processes.  
bnj/6-25-08

**bnj/10-13-10**