SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Minutes
October 27, 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, Paula Garcia, Ray Hicks, Bonnie Jaros, John Zarske

I. **Approval of Minutes of October 13, 2010—**The minutes of October 13, 2010 were approved as written.
II. **BAPR/BAPR WG Report—**As these groups have not met, there is no report at this time.
III. **Accreditation–Midterm Report: Update of Workgroups—A.** *The Planning Agenda Annotated Version with Liaisons* was approved. **Please Note:** Meetings need to be conducted immediately; since the vice presidents have secretaries, it is expected that they will take the lead in calling workgroups together (See Appendix A). **B.** The *Timelines* proposed by Norm and Bonnie were accepted with some minor changes (See attached). **C.** Regarding responses, Bonnie has created a template: 1. Bonnie with work with Paul, Ray and Jeff on the budget-planning recommendations since they are an extension of the 2009 and 2010 *Follow-Up Reports*. 2. John has investigated the response related to the *Diversity Plan*. President Martinez will call the Commission for direction, and the District Human Resources Committee will discuss this. 3. President Martinez, President Vázquez, SCC Vice President of Academic Affairs, Aracely Mora and Bonnie will meet with Chancellor Rodriguez to discuss the common district recommendations related to the Board of Trustees. 4. Paula reported that she and Norm will be meeting to address college recommendation related to the classified staff.

5. Responses to the internal plans from the *Self Study 2008* may be briefer compared to the *response to recommendations* section of the *Midterm Report*. They are extracted directly from the *Self Study* by standard. Bonnie and Sharon aggregated them and cross-referenced them to avoid repetition (Please see Appendix A).

IV. **Facilities Master Plan Update—No report**
V. **Environmental Committee—No report**
VI. **SACTAC—No report**
VII. **Student Success Committee—No report**

The next meeting of the IE&A Committee will be November 17, 2010 from 2:00-4:00pm in A-105.

APPENDIX A
Planning Agenda of the Santa Ana College
Report of the Institutional Self Study for Accreditation 2008
ANNOTATED VERSION WITH LIAISONS FOR IE&A

Standard I: Sharon and Bonnie

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

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

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

2. 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.

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

2. 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.

2. 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.

3. The TLC will continue to sponsor training for faculty in direct SLO assessment, rubric development, best practices and other topics salient to student learning.

3. 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: Ray, Paul, Norm, Jeff

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.

 See I.1 All departments will complete PA/PR by 2011.

2. 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.

See I.1 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: Sara

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.

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.

Standard IIC: Norm, Sara, Paul

1. 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).

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

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.

See IIC. 1 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.

5. 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.

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

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

6. 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: Norm, John Z, Sylvia Turner, Cherylee Kushida

See I.1 The TLC will continue its work on student learning outcomes assessment and will continue to sponsor faculty development activities related to SLOs.

1. FARSCCD/CEFA and the district will incorporate student learning outcomes and assessment in the evaluation process through the negotiation process. *(This is now part of the self-evaluation process.)*

2. 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.

3. 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.

3. 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: Paul, Norm, Ray John Z (Erlinda)

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*.

2. President's Cabinet, the Budget Committee and the RSCCD will explore other funding options for maintenance operations and custodial services.

2. The vice president of administrative services and the M&O supervisor will establish, implement and maintain a plan which itemizes the scheduled maintenance plan.

3. 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.

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

5. 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.

See IIIB.2 SAC College Council and the RSCCD will explore opportunities for the funding of facilities, equipment and supplies.

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

See IIIB.1 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 IIIC: Paul, Norm, Nga

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

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

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.

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.

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*.

Standard IIID: Erlinda, Jeff, John, Paul, Sara

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 resources available for discretionary funds available to the colleges.

1. 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.

2. 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.

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

4. 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.

5. 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: Erlinda (Cabinet) and John Zarske

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.

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

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

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

Standard IVB: President's Cabinet and John Zarske

See IVA.1 The college president will continue to meet with the Academic Senate executive board and classified staff leaders regarding participatory governance structures.

See I.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.

1. The president of the college will make information regarding budget issues readily available on a regular basis, especially in these times of fiscal constraint.

2. 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.

3. 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.

3. 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

3. 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.

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

5. 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

* **Please Note:**
A. Numbers are repeated when plans can be aggregated into one item. There are also plans that may be cross-referenced to other standards. Those are indicated as well.
B. In addition, although liaisons are indicated, in several instances, the responses may be put on the agendas of the participatory governance committees, which may be utilized as workgroups. The liaisons are responsible for aggregating the information into a coherent document.
C. Please remember a draft is requested for January. This must include resources, interviews, where appropriate, and other evidentiary documents (e.g., agendas and minutes, reports)
D. Standard IVB requires response from the district (e.g., Chancellor's Cabinet). Therefore, President Martinez must be consulted prior to beginning this response.

bnj/10-20-10

SANTA ANA COLLEGE
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Agenda
November 17, 2010
A-105; 2:00-4:00pm

To: Distribution
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   I.   **Approval of Minutes of October 27, 2010**
   II.   **BAPR/BAPR WG Report**
   III.   **Accreditation–Midterm Report: Update of Workgroups**
   IV.   **Facilities Master Plan Update**
   V.   **Environmental Committee**
   VI.   **SACTAC**
   VII.   **Student Success Committee**
   VII.   **Other**

Members:

Paul Foster	**cc:** Erlinda Martinez
Norm Fujimoto	Kennethia Vega
Paula Garcia	Jeff McMillan
Ray Hicks	
Bonnie Jaros	
Sara Lundquist	
Nga Pham	
Ed Ripley	
Sharon Whelan	
John Zarske	**bnj/10-28-10**