SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Midterm Report—October 2011
Proposal for 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.

IV. The District Oversight Committee will continue in its present format and oversee 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
Approved IE&A 09-01-10

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APPENDIX A
Team Recommendations

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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 B
Planning Agenda for the Self Study 2008

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 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.

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 IIIC:

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 IIID:

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

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:	Current Status/ Persons Responsible / Implementation Schedule
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.	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 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.
All departments will fully utilize the electronic Department Planning Portfolio process.		Under the aegis of the Technical Committee of C&I, all departments will submit all proposals on WebCMS in the 2008-09 academic year and ongoing.
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 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 and SACTAC committees, the Academic Senate and College Council.
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		Utilizing the *Strategic Plan with Progress on Goals* and the aggregate program review reports (Academic, Student Services, Administrative Services,

evaluation which it will forward to College Council.		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 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 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 will evaluate the		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.		PA/PR model every spring commencing spring 2009 and make recommendations as appropriate to the IE&A 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.
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.		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.
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.
President's Cabinet, College Council and the Budget Committee will coordinate the process of	The team recommends that the college valuate its planning processes, including the integration of	President's Cabinet and College Council will utilize information from the *Strategic Plan Progress on*

prioritizing requests with fiscal implications from the DPP, student services portfolio and the administrative services portfolio.	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.	*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. The budget planning process will be reviewed annually by the Budget Committee and College Council.
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 the multiple measures used to assess the SLOs for the annual DPP as well as the quadrennial PA/PR commencing fall 2008.
Standard IIB:		
Lead faculty, staff and	To meet proficiency level	Under the guidance of the

administration will continue to develop and refine student services SLOs, especially assessment strategies as the planning and program review cycle continues.	for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.	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*.
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,
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.		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 expanding space for additional seating and group study rooms for students in the Library in spring 2009.
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.		
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.		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.
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.
President's cabinet will investigate appropriate reorganization within the		Under the guidance of the president, President's Cabinet will investigate

current administrative structure or create an appropriate-level administrative position for the library who will report directly to the vice president of academic affairs.		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.
The President's Cabinet will also investigate restoring the library faculty complement to its 2001 status.		
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.		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.
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 process (affirmatively voted upon by the faculty 11/25/08).
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.
The college will offer appropriate staff development activities for classified and academic	To evaluate mechanisms established that facilitate dialogue regarding the functions between the	Under the aegis of the IE&A Committee, the associate dean of ILR and the IE&A coordinator will

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.	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 service opportunities, processes, deliberations, an outcomes.	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 spring 2009 and be ongoing.
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:		
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.
President's cabinet, the Budget Committee and the RSCCD will explore other funding options for		2009

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 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
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 college president and the vice president of administrative services will communicate more directly to faculty and staff regarding facility issues.	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.	To commence spring 2009.
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)

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.
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.
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.
Standard IIIC:		
Datatel implementation management will include student electronic mail as part of the full implementation of the system.		
The associate dean of ILR		To commence spring 2009.

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.	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*.	
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.	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*.	
Technology goals from the		Under the aegis of the vice

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*.		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:		
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.	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 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.	
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 college and district to use allocation model for resources based on plans and program reviews and sustainability of planning process.	
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 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 subsequent budget	

	development.	
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.
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 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, understand the responsibilities of each entity.	Spring 2009 and ongoing annually.
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.	
The college president and all constituency group	To evaluate mechanisms established that facilitate	

leaders will continue to review and refine the governance framework and its operational flow.	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.	
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.	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.	Ongoing every spring.
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.
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.
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 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.	Spring 2009 and ongoing.
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:	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		
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		Ongoing commencing spring 2009.

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.	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.	

**Team Recommendations
Not Parallel to the Planning Agenda of the
Santa Ana College Report of Institutional Self Study for Reaffirmation of
Accreditation**

Team Recommendations	Persons Responsible / Implementation Schedule
Standard III: College Facilities Committee is to consult with the **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.	**As soon as ACCJC issues the formal recommendations from the October 2008 team visit, the college president will discuss all recommendations related to the district with the chancellor to determine a timeline and persons responsible for achieving the outcomes.**
Standard III: In order to fully meet standards II and III, the Team recommends that the college prepare and maintain an updated *Diversity Plan*.	
Standard III: In order to maintain stable financial resources, the Team recommends that the District review its computer-based Student Attendance Recording System to	

ensure that repeated courses are being appropriately reported for state apportionment funding consistent with existing regulations.	
Standard IV: District: The Team recommends that a set of written policies and regulations be created 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.	
Standard IV: District: 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.	

bnj/11-05-08
update 12/1/08

College Wide/Seminal Documents

Title of Document	Old Label	New Label
12 Measures of Success	A	A
Carl Perkins IV Core Indicators	A	B
Course Outline of Record	B	C
FARSCCD Contract	Y	DC
IE&A End-of-Year Report	AF	E
LPA Facilities Master Plan	D	F
Research Department Report: Pathways to Persistence & Performance, July 2007	AB	G
Research Department Report: SAC Student Satisfaction Study: August 2006	E	H
Research Department Report: Santa Ana College Graduate Student Study, June 2007	Z	I
Research Department Report: Survey Results of Former SAC Students Who Transferred to Four-Year Universities in 2004-2005, July 2006	F	J
RSCCD Budget Allocation Model	G	K
RSCCD Functions/Mapping of Responsibilities	H	L
SAC College Catalog 2007-2008	J	M
SAC College Participatory Governance Structure	O	N
SAC Core Competencies & Student Learning Outcomes	K	O
SAC Department Portfolio Template & Database	C	P
SAC Educational Master Plan	L	Q
SAC End of Year Report 2006-2007	AH	R
SAC Faculty Handbook	M	S
SAC Faculty Profile 2002-2007 ITS Report PR0845	AA	T
SAC Mission Statement	X	V
SAC Month by Month Planning Calendar	N	W
SAC Planning Cycle Charts	Q	X
SAC Program Review documents: I Academic: Portfolio Assessment/Program Review; II Student Services; Administrative Services; IV President's Cabinet	P	Y
SAC Schedule of Classes: Spring 08, Fall 08	U	Z
SAC Spring 2007 Staff Accreditation Survey Results	I	AA
SAC Strategic Plan 2007-2015	R	AB
SAC Student Code of Conduct	V	AC
SAC Student Handbook and Planner	W	AD

SAC Technology Plan 2007-2012	S	AE
SAC/Santiago Canyon College Joint Curriculum & Instruction Handbook	T	AF
SACVision Themes	AE	AG
Sample Course Outlines of Record from WebCMS	AD	AH
TLC Minutes: Review of PA/PR Reports 5/5/08; 5/19/08	AG	AI

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