



**SANTA ANA COLLEGE**  
**Institutional Effectiveness and Assessment Committee**  
**Minutes**  
**December 1, 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:** Sara Lundquist, Bonnie Jaros, Sharon Whelan, John Zarske

- I. **Approval of Minutes of November 17, 2010**—The minutes of November 17, 2010 were approved as written.
- II. **Accreditation—Midterm Report: Update of Workgroups**  
On November 2, 2010, President Martinez, President Vázquez, Interim Vice President of Academic Affairs at SCC, Aracely Mora, and Bonnie Jaros met with Chancellor Rodríguez to update the chancellor on the accreditation processes of both colleges for the Midterm Reports and to receive direction from the chancellor. The Chancellor's Accreditation Oversight Group was established at that time, and the chancellor made several recommendations which are reflected below.
  - A. *Response to District Recommendation 1: Planning and Budget Integration*— No Report
  - B. *Response to District Recommendation 2: Computer-based Student Attendance Recording System*— Aracely will work on the response to this recommendation with Linda Miscovic. On December 1, 2010, President Martinez and Bonnie conferred with Jack Pond, Vice President at the Commission about this recommendation. Mr. Pond has indicated that since the colleges have been deemed in compliance as a result of the 2009 *Follow-Up Reports*, which also included a visit, a simple statement may be made with an update demonstrating that compliance has been sustained.

- C. *District Recommendation 3: Communication Process between Trustees and District Employees*—Chancellor Rodríguez will work on the first draft, as this item is related to discussions he has had with the Board during the Board Retreat at the time that the Chancellor’s Goals were established.
- D. *District Recommendation 4: Board Self-Evaluation Policy*— At the November 2, 2010 meeting of the Chancellor’s Accreditation Oversight Group, the chancellor requested that Aracely and Bonnie meet with John Didion and Nga Pham regarding the Board Self-Evaluation response. This meeting occurred on November 2, 2010 after the Oversight Group met. It was determined that Bonnie would work with John and Nga on this recommendation and that a meeting with the chancellor should be established. The meeting with the chancellor occurred November 22, 2010. Two surveys have been disseminated: the first was sent to community, district and college leaders, and then to the Board. The second survey related to the Board’s goals was disseminated to an expanded group of community leaders. Bonnie will confer with Nga when the results are analyzed. Bonnie, John and Nga also discussed the possibility of a “portfolio-type” grid that the board could utilize to select a few items they would like to concentrate on. Chancellor Rodríguez will consider this and discuss it with the Board. Bonnie will work on a draft of this response.
- E. *College Recommendation 1: Planning and Budget Integration*—No Report
- F. *College Recommendation 2: Diversity Plan*—In the December 1, 2010 conference call to the Commission, President Martinez and Bonnie discussed this recommendation at length with Mr. Pond, highlighting that federal and state regulations do not meld into accreditation standards. Moreover, there is no obvious linkage between the Standard II citations and Diversity Plan. While Standard III does involve staff diversity, the college will still maintain that we are awaiting direction for the System office regarding EEO and Title 5 regulations. Mr. Pond was in accord and directed the college to make a simple statement reiterating this fact. Bonnie will write the draft to this recommendation response as a result.
- G. *College Recommendation 3: Communication with Classified Employees*— Sara reported that cabinet-level managers are all working with their respective teams to gather evidence for this response. It will also be reiterated that there is a role for CSEA representatives on College Council, that President Martinez holds open forums, and that there is an annual retreat for Cabinet with CSEA representatives and the Academic Senate Executive Committee.
- H. *Response to Self-Identified Issues in the Planning Agenda of the Institutional Self Study 2008*—In the December 1, 2010 conference call to the Commission, Bonnie asked about a grid/chart format for responses to the internal Planning Agenda items. Mr. Pond said that this format is appropriate.
- I. **Other**—Bonnie attended the CCLC Accreditation meeting with Aracely Mora. Several items were discussed related to Distance Education,

Substantive Change and need for evidentiary materials. More course-level data with benchmarks is the trend many state and federal agencies are following. To that end, Bonnie has brought the idea to the TLC, and now to IE&A, of a pilot group working in a *Collaborative Inquiry* mode. This is very similar to work that has been done in the FIN and FIG grants; however, the data collection methods differ. The distinction is to broaden this effort campus-wide and infuse these data into the PA/PR Reports for individual department use, but also interdisciplinary cross-pollination. The pilot will be conducted in spring. Bonnie will discuss this further with Norm and Sara so duplication of efforts with BSI is avoided. In fact, these data will be helpful for the new BSI configuration and may be aligned to work of the Student Success Committee. A faculty development component is obvious, but other elements need to be worked out as well.

**Please Note:** The next meeting of the IE&A Committee will be **January 26, 2011**. The **accreditation function** of IE&A will be invoked through the month of February. Therefore, liaisons need to regularly convene the accreditation workgroups so a completed draft may be **submitted by January 19, 2011**, reviewed by IE&A in February, and presented to President Martinez.

#### **APPENDIX A** **Liaisons for District/College Responses** **(Lead Persons Highlighted)**

1. *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. Confer with Peter Hardash.

*District Recommendation 2* (attendance recording system)—Aracely Mora will work on this with Linda Miscovic.

*District Recommendation 3* (board policy related to board-employee relations)—Chancellor Rodríguez will work on a first draft.

*District Recommendation 4* (board self-evaluation)—Nga Pham and **Bonnie Jaros** will work with John Didion.

*College Recommendation 1* (planning/budget alignment college level)—**Paul**, Jeff and Ray (Use Budget and Planning Committee/Facilities Committee)

*College Recommendation 2* (Diversity Plan)—**Bonnie** will write a brief response as per direction of Jack Pond, VP, ACCJC.

**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.

Each liaison will convene a workgroup, identify/collect appropriate data, and be responsible for writing a draft to be submitted to Bonnie by January 19, 2011. Students will also participate.

**2. Planning Agenda of the Santa Ana College Report of the Institutional Self Study 2008**—Fill in the grid as follows:

- a. Standard I: Bonnie and Sharon
- b. Standard IIA: Norm, Paul, Ray
- c. Standard IIB: Sara
- d. Standard IIC: Norm
- e. Standard IIIA: Norm and John Z
- f. Standard IIIB: Paul, Norm, John Z and Ray
- g. Standard IIIC: Norm, Paul, Nga
- h. Standard IIID: Erlinda; Paul, Jeff, and John
- i. Standard IVA: Erlinda and John
- j. Standard IVB: Erlinda, Norm, Sara

**APPENDIX B**  
**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 C



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

Self Study Planning Agenda	Team Recommendation The team recommends the district/college:	Persons Responsible / Implementation Schedule	Current Status
<b>Standard I:</b>			
<p>The <i>Portfolio Assessment/Program Review</i> will be ongoing and consistent with interdisciplinary dialogue leading to systematic and continuous improvement at the program level.</p>	<p>To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.</p>	<p>Under the aegis of the TLC and the guidance of the IE&amp;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&amp;A.</p>	
<p>All departments will complete a cycle of PA/PR by spring 2011.</p>	<p>To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR</p>	<p>Under the aegis of the TLC and the guidance of the IE&amp;A Coordinator, all departments will complete one complete</p>	

	cycles and completed by 2012.	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 <i>Strategic Plan with Progress on Goals</i> 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 <i>Strategic Plan with Progress on Goals</i> every spring. The chair of IE&A will disseminate results and recommendations for change broadly. In addition, the <i>Strategic Plan with Progress on Goals</i> will be posted on the IE&A website on InsideSAC.net.	
The Institutional Effectiveness and Assessment Committee		Under the guidance of the IE&A Coordinator, the IE&A will receive all	

<p>will continue to aggregate all program review documentation and advise the appropriate governance committees every spring.</p>		<p>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.</p>	
<p>The IE&amp;A committee will update the <i>Strategic Plan</i> annually. Upon completion of the first eight-year cycle of the Strategic Plan, IE&amp;A will conduct a thorough evaluation which it will forward to College Council.</p>		<p>Utilizing the <i>Strategic Plan with Progress on Goals</i> and the aggregate program review reports (Academic, Student Services, Administrative Services, President's cabinet), the IE&amp;A committee will make recommendations to College Council. In 2015, a thorough college-wide evaluation will be conducted. As the <i>Strategic Plan</i> will be continually updated and revised, the evaluation will include efficacy of format.</p>	
<p>In 2008-2009, under the aegis of IE&amp;A, SAC will engage in a college-wide dialogue to evaluate the effectiveness of the <i>Strategic Plan</i> and to determine how that plan and its processes have affected the various departments, disciplines, programs and student learning.</p>		<p>Under the aegis of IE&amp;A, a survey will be created and sent to all governance committees, President's Cabinet, College Council and the Academic Senate . IE&amp;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.</p>	
<p>The TLC will continue to</p>		<p>The TLC will sponsor faculty development and</p>	



<p>sponsor training for faculty in direct SLO assessment, rubric development, best practices and other topics salient to student learning.</p>		<p>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&amp;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.</p>	
<p>The TLC will evaluate the effectiveness of the PA/PR model with regard to <i>Direct Assessment of SLOs</i>, and recommendations for model clarification will be made if needed.</p>		<p>The TLC will evaluate the PA/PR model every spring commencing spring 2009 and make recommendations as appropriate to the IE&amp;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&amp;I.</p>	
<p><b>Standard IIA:</b></p>			
<p>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.</p>		<p>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.</p>	
<p>All departments will complete PA/PR by 2011.</p>	<p>To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by</p>	<p>Under the aegis of the TLC and the guidance of the IE&amp;A Coordinator, all departments will complete one complete cycle of the PA/PR by Spring 2011. The</p>	

	2012.	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 prioritizing requests with fiscal implications from the DPP, student services portfolio and the administrative services portfolio.	The team recommends that the college evaluate its planning processes, including the integration of staffing, technology and facilities master plans, to ensure the budget is used as planning tool to achieve its strategic goals and that the outcomes from these activities be formally and broadly communicated to ensure quality. As part of this integration, the Team recommends that the college resource allocation be based on plans, program reviews (Department Planning Portfolios, or DPPs), and actual budgetary performance. This requires that the college evaluate the outcomes of its planning/budget process and use that data in subsequent budget development.	President's Cabinet and College Council will utilize information from the <i>Strategic Plan Progress on Goals</i> 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	To meet proficiency level for the next visit, all discipline program	Under the aegis of the TLC and the guidance of the IE&A Coordinator,	

<p>portion of the COR using multiple measures by 2011 utilizing the PA/PR model.</p>	<p>reviews must be conducted through established PA/PR cycles and completed by 2012.</p>	<p>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&amp;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.</p>	
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**Standard IIB:**

<p>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.</p>	<p>To meet proficiency level for the next visit, all discipline program reviews must be conducted through established PA/PR cycles and completed by 2012.</p>	<p>Under the guidance of the vice president of student services, program review will be conducted annually and all departments will have conducted a complete program review by spring 2012. IE&amp;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 <i>Strategic Plan</i>.</p>	
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<p>Lead faculty, staff and administration will conduct an assessment of the cluster of student success committees and task forces to glean</p>		<p>Under the guidance of the vice president of student services,</p>	
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recommendations from participants that will inform design and functioning for the subsequent program year.			
<b>Standard IIC:</b>			
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		Under the guidance of the vice president of academic affairs acting	

<p>program to include customized, course-specific, assignment-based library instruction.</p>		<p>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.</p>	
<p>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.</p>		<p>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.</p>	
<p>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.</p>		<p>Under the guidance of the president, President's Cabinet will investigate appropriate reorganization within the current administrative structure or create an appropriate-level administrative position for the library who will report directly to the vice president of academic affairs in spring 2009.</p>	
<p>The President's Cabinet will also investigate restoring the library</p>			

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.			
<b>Standard IIIA:</b>			
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	Student progress toward achieving SLOs should be a component of	After a thorough review of the legality and appropriateness of this	

<p>learning outcomes and assessment in the evaluation process through the negotiation process.</p>	<p>faculty/staff evaluations. (This item was part of the exit interview remarks)</p>	<p>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).</p>	
<p>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.</p>		<p>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.</p>	
<p>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,</p>	<p>To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity. (remark of exit interview)</p>	<p>Under the aegis of the IE&amp;A Committee, the associate dean of ILR and the IE&amp;A coordinator will consult with classified staff to ascertain the type of staff development activities needed for classified staff. Under the aegis of the TLC, the FDC and the chair of TLC will</p>	

improve the skills of employees, and continue to integrate student learning outcomes and assessment into programs.	The team recommends that the college strengthen its communication with classified employees regarding governance service opportunities, processes, deliberations, an outcomes.	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.	
<b>Standard IIB:</b>			
College Council and district administration will explore the possibility of another bond to carry out the facility plans that were established by <i>Measure E</i> and the failed <i>Measure O</i> .		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 maintenance operations and custodial services.		2009	
The vice president of administrative services and the M&O supervisor	The Facilities Committee to consult with <b>district</b> Planning Department to	2009	



will establish, implement and maintain a plan which itemizes the scheduled maintenance plan.	develop a process to clearly identify the total cost of ownership of major capital outlay and construction of facilities at the college.		
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 <i>Facilities Master Plan</i> 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	To evaluate its planning processes, including	The president of the college will discuss with	

<p>opportunities for the funding of facilities, equipment and supplies.</p>	<p>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 <i>Strategic Plan</i>.</p>	<p>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.</p>	
<p>The president of SAC will request that RSCCD administration identify a formula for "the total cost of ownership" concept, which is then made explicit.</p>	<p>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 <i>Strategic Plan</i>.</p>	<p>. 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.</p>	
<p>College Council and RSCCD administration will explore the possibility of another bond to carry out the facility plans that were established by <i>Measure E</i>.</p>		<p>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.</p>	
<p><b>Standard IIIC:</b></p>			
<p><i>Datatel</i> implementation management will include student electronic mail as part of the full implementation of the</p>			

system.			
The associate dean of ILR and the Institutional Research Department will further refine technology questions on student satisfaction surveys.		To commence spring 2009.	
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 <i>Strategic Plan</i> .		
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 <i>Strategic Plan</i> .		
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 <i>Technology Plan</i> .		Under the aegis of the vice presidents of academic affairs and student services and the guidance of the academic deans and student services managers, all DPP technology goals/requests will be forwarded to division SACTAC representatives commencing spring 2009.. PA/PR technology analyses will continue to be forwarded to IE&A via the TLC.	
<b>Standard IID:</b>			
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.	<p>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 <i>Strategic Plan</i>.</p> <p>To review BAM so resources based on plans and program reviews and sustainability of planning process.</p> <p>The team further recommends the district use outcomes of budget process and use data in subsequent budget</p>		

	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 <i>Strategic Plan</i> 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	To evaluate its planning processes, including integration of Technology, Staffing, and Facilities Master Plans to ensure budget is used as a planning tool		

<p>and alignment with the <i>Strategic Plan</i>, and the Budget Committee for prioritization. The Budget Committee will also be supplied the status of the <i>Strategic Plan</i> every spring by the chair of IE&amp;A.</p>	<p>for budget allocation to fulfill the college's <i>Strategic Plan</i>.</p> <p>To use the allocation model for resources based on plans and program reviews and sustainability of planning process.</p> <p>The team further recommends the college use outcomes of budget process and use data in subsequent budget development.</p>		
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<p>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.</p>	<p>Review BAM so resources based on plans and program reviews and sustainability of planning process.</p> <p>The team further recommends the district use outcomes of budget process and use data in subsequent budget development</p>	<p>BAPR will conduct a review of the BAM. Since BAPR is a district committee, the timeline must be developed at the committee.</p>	<p>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.</p>
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**Standard IVA**

<p>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.</p>	<p>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,</p>	<p>Spring 2009 and ongoing annually.</p>	
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	understand the responsibilities of each entity.		
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 leaders will continue to review and refine the governance framework and its operational flow.	To evaluate mechanisms established that facilitate dialogue regarding the functions between the district and the colleges so that all members of the college community, especially classified staff, understand the responsibilities of each entity.		
The college president will ascertain that the roles and responsibilities of relatively new administrators are clearly defined and understood.			
<b>Standard IVB:</b>			
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	Ongoing every spring.	

	entity.		
The IE&A will continue to update the <i>Strategic Plan</i> and review its effectiveness in meeting the college's goals, objectives and mission statement.		Utilizing the <i>Strategic Plan with Progress on Goals</i> 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 <i>Strategic Plan</i> 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	Spring 2009 and ongoing.	



	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.		
In meetings of all governance committees at the college and district levels, constituents should:			
	<ul style="list-style-type: none"> <li>• identify issues related to the delineation of functions between the district and the colleges that remain unclear, unknown, problematic, or less than optimally functional</li> </ul>		
	<ul style="list-style-type: none"> <li>• create a plan for clarifying and optimizing the functions related to these issues</li> </ul>		
	<ul style="list-style-type: none"> <li>• create a timeline for completion of these plans</li> </ul>		
	<ul style="list-style-type: none"> <li>• operationalize the plans</li> </ul>		
	<ul style="list-style-type: none"> <li>• widely communicate the results to the aforementioned district committees and to the appropriate governance bodies at the colleges.</li> </ul>		
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.		
	<ul style="list-style-type: none"> <li>• identify and prioritize the most serious areas of concern related to the district's support to the college</li> </ul>		

<ul style="list-style-type: none"> <li>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</li> </ul>			
<p>In response, the Chancellor's Cabinet should:</p> <ul style="list-style-type: none"> <li>create a plan for addressing the identified and prioritized areas of concern</li> <li>create a timeline for completion of these plans</li> <li>operationalize the plans</li> <li>widely communicate the results to the aforementioned district committees and to the appropriate governance bodies at the colleges.</li> </ul>			
<p>The president of the college will elicit clear information about staffing rationale and disseminate this information to SAC constituency group leaders through College Council.</p>		<p>Ongoing commencing spring 2009.</p>	
<p>The Chancellor's Cabinet will continue to evaluate district/system role delineation and governance to assure effectiveness of the decision-making structures and processes.</p>		<p>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.</p>	

**bnj/11-05-08**  
**update 12/1/08**  
**update 12-01-10**