

Accreditation Snap Shot

An Accreditation Update to the Board of Trustees
4/24/14



Snapshot

- Work on self-studies has continued since drafts were submitted to the Board
- S.W.O.T Summary Report by Standard
 - Campus Strengths
 - Campus Weaknesses
 - Opportunities: Current and Future
 - Threats that could impact Accreditation
- Self-Evaluation should be:
 - Honest and Evidenced

Standard I.A: Missions

- Strengths
 - Mission is Board Approved
 - Reviewed Annually
 - Tied to all key planning processes
 - Central to decision making
- Weaknesses
 - Learning Outcomes
- Opportunities
 - Included Mission in Budget Charge
- Threats



Standard 1.B

Improving Institutional Effectiveness

- Strengths
 - Dialogue
 - Goals
 - Planning Cycles
 - Budgeting of resources follows planning
 - Integrated Planning
 - Assessment and Reporting
- Weaknesses
 - Campus Climate Surveys indicate decreasing familiarity with and participation in campus planning processes and goals
- Weaknesses
- Threats



Standard 1.B

Improving Institutional Effectiveness

- Strengths
- Weaknesses
- Opportunities
 - SBVC Governance Handbook
 - SBVC Communication Flowchart
- Threats
 - Underlying Cause for decreasing satisfaction and confidence
 - High Turnover in Administration
 - Disproportionate reduction = increased responsibility
 - Fewer responses



2009 Recommendations from ACCJC

1. Integrated Planning, QEIs, Long-Term Resource Allocation
2. Data Reliability, Access, Training
3. Assessment of SLOs
4. Evaluation of Administrative and Governance Functions
5. Improving Communication
6. Participation in Decision-Making and Planning
7. District-Level Program Review and Planning
8. Program Review and Distributed Education
9. Long-Term Fiscal Plans and Financial Information District
10. Commission Recommendation: Resource Allocation Process

Standard IA, Mission

- **Strengths**
 - Mission is linked with EMP, PPR, DSP, Left Lane, Student Success Plan, Enrollment Management Plan, and many others
 - Mission is continuously reviewed
 - Currently under revision
 - Dialogue and input are ongoing



Standard IB, Institutional Effectiveness

- **Strengths**

- Learning and effectiveness is assessed at all levels
 - Course
 - Program
 - Institution
- Dialogue is robust and ongoing
- Mission and EMP under revision
- Alignment with district plans and imperatives
- Progress toward goals is assessed; results are used for institutional improvement
- The results of assessment are readily accessible
- We improve our planning, evaluation, and resource allocation cycle each year

Standard I A and B: Mission and Institutional Effectiveness

- **Weaknesses**
 - None
- **Opportunities**
 - Further develop the assessment infrastructure
- **Threats**
 - None

Standard II.A

Instruction

- Strengths
 - The Big Three
 - Curriculum
 - Program Review
 - Learning Outcomes
 - Distance Education and Substantive Change
- Opportunities
- Weaknesses
- Threats



Standard II.A Instruction



- Weaknesses
 - Learning Outcomes
- Opportunities
 - Learning Outcomes
- Threats
 - Learning Outcomes



Outcomes	Identified	Assessment	ACCJC Expectation	Progress Fall 2013
Courses	98%	71%	75%	85%
Programs (Degrees & Certificates)	98%	2.9%	85%	20%
Institutional	100%	100%	75%	Evaluated

PROGRESS

FALL 2012 REPORT: LEARNING OUTCOMES IDENTIFIED & ASSESS and
ACCJC EXPECTATIONS



Standard II.B

- Strengths
 - Student Success & Support Program Committee
 - Higher Persistence Rates
 - Veterans Resource Center
 - Learning Communities
 - Comprehensive Array of Services
- Weaknesses
- Opportunities
- Threats



Standard II.B

- Strength
- Weaknesses
 - High ratio of students per counselor
 - Number of Vacant Manager and Classified Positions
- Opportunities
 - Welcome Center
 - Learning Compass/ASSETS
 - Services Learning
 - Student Success & Support Action Plan
 - Guardian Scholar/Foster Youth
- Threats



Standard II.C

Library and Learning Support

- Strengths
 - Wide range of Learning Support Services
 - Library Collection supports curriculum
 - Supportive of DE
 - Supplemental Instruction
 - Committed Faculty and Staff
- Weaknesses
 - Access
 - Fewer Hours
 - Understaffed
 - Underfunded
 - Library Operates on Overtime
- Opportunities
- Threats



Standard II.C

Library and Learning Support

- Strengths
- Weaknesses
- Opportunities
 - SAO Assessment
 - Basic Skills Partnership
- Threats
 - Loss of Dean of Library & Learning Support & Director of D.S.P.&S.
 - Administrative Contracts not renewed
 - No Collegial Consultation Reorganization
 - Positions Downgraded
 - Division Dissolved



Standard IIA, Instruction

- **Strengths**
 - Planning
 - Increasing Faculty Input/Engagement
- **Weaknesses**
 - Distance Education plan is out of date
 - Assessment in specified courses/programs
- **Opportunities**
 - Evaluate Distance Education Courses
 - Ensure services support DE students
 - Reach 85% of assessed courses by Fall 2014
- **Threats**
 - None

Standard IIB, Student Support Services

- **Strengths**
 - Information and services in a variety of formats
 - Assessment of effectiveness and continuous improvement
 - Alignment between unit, institution plans
- **Weaknesses**
 - Degree audit and student education planning in progress
 - Online counseling not developed
- **Opportunities**
 - Implement critical web tools
 - Develop online counseling services
- **Threats**
 - None

Standard IIC, Library, Learning Resources



- **Strengths**
 - Broad range of books and materials
 - Information is accessible
 - Effectiveness is assessed in Tutoring and Library
 - Tutoring services meet student needs
- **Weaknesses**
 - Staffing, Library
- **Opportunities**
 - Increase access to library service (IIC1.c)
- **Threats**
 - None

Standard III.A: Human Resources

- Strengths
 - Quality of Staff and Faculty
 - Professional Development
 - Needs Assessment
 - MOU for SLOs
 - Ethics Statements
 - Equity & Diversity
- Weaknesses
- Opportunities
- Threats



Standard III.A

- Strengths
 - Weaknesses
 - No Approved HR Handbook
 - Long Range Human Resources Plan
 - Past Practice vs. Administrative Procedure
 - Board Policy vs. Administrative Procedure
 - Website or Forms often out of date
 - Opportunities
 - Threats
 - Evaluation of Administrators & Managers
 - Disproportional Reduction of Staff, Faculty & Managers
 - High number of interims
 - Spring 2013 Student Services Terminations
 - Fair Hiring Practices
- There is Evidence
 - Honest Evaluation



Standard III.A

- Strengths
- Weaknesses
- Opportunities
 - Take Action on Hayes Report
 - Fill Vacancies
 - BP/AP Are Open Address:
 - Evaluation of Interim Managers
 - Institutionalize Past Practices
 - Clear up contradictions between BP & AP
 - Approve HR Handbook
 - Complete Long Range Hiring Plan
- Threats



Standard III.B

- Strengths
 - Campus has Long-Range Plan and Budget for Facilities Maintenance and Equipment Replacement
 - Facilities and Safety Committee
 - Facilities Needs Incorporated into Program Review
- Weaknesses
 - Inability to Sell More Bonds has Slowed or Delayed Needed Construction
- Opportunities
- Threats



Standard III.C

- Strengths
 - Established Campus Technology Services
 - Technology Plan Integrated with Campus and District Planning
 - Budgeted Technology Replacement Rotation
- Weaknesses
- Opportunities
 - Better Utilization of Campus Labs
- Threats



Standard III.D

- Strengths
 - Revitalization of the Budget Committee as a Shared Governance Committees
 - College Brain Trust Report
 - Needs Assessment Process
- Weaknesses
 - No Funding for Growth Positions
 - Floating Split replacing 70/30 Split
- Opportunities
 - Fund Balance for One-Time Funding
 - FTEs Growth
- Threats
 - Economy



Standard IIIA, Human Resources

- **Strengths**

- Policies and procedures
- HR treats applicants fairly
- Sensitive information is kept confidential
- Faculty participate in the selection of faculty
- Personnel are evaluated timely
- Reflection about assessment included in faculty evaluation (SLO MOU)
- Codes of ethics—managers, staff, faculty, board



Standard IIIA, Human Resources

- **Weaknesses**
 - Outdated Long Range Hiring Plan
 - Evaluation tools not updated (SLO MOU)
- **Opportunities**
 - Analyze organizational problems and address
 - Hay Group, Inc. study; feasibility determination
- **Threats**
 - Adequacy of funding to support salary increase

Standard IIIB, Physical Resources



- **Strengths**

- Facilities Master Plan
 - building, infrastructure, & site improvements
- Safety training
- Compliance with applicable laws and regulations
- Energy management
- Construction and Construction standards
- Facility assessment

- **Weaknesses**

- Funding for all construction/renovation needs
- Operational funding to support facilities
- Improved utilization and coordination of space

Standard IIIB, Physical Resources

- **Opportunities**

- Expansion of facilities to accommodate growth
- Continued implementation of sustainability and energy management initiatives
- Integration of total cost of ownership projections into financial planning
- Implementation of Colleague (Resource 25)

- **Threats**

- Funding limitations
- Aging buildings and systems

Standard IIIC, Technology Resources

- **Strengths**
 - Strong district/college infrastructure
 - Technology supports teaching, learning, service
 - Training at site and district levels
 - Replacement and maintenance plans
 - Alignment of plans
- **Weaknesses**
 - DE plan out of date
- **Opportunities**
 - Update DE plan, align with EMP
- **Threats**
 - None



Standard IIID, Fiscal Resources

- **Strengths**

- Resource allocation is integrated with planning
- FMP is aligned with the EMP
- Five-year budget projections
- Healthy District reserve
- Grant funding supports comprehensive college
- Compliance with federal and state requirements
- Allocation model includes liabilities and future obligations
- Rigorous dialogue and opportunities for input

Standard IID, Fiscal Resources

- **Weaknesses**
 - History of deficit spending
 - High fixed costs (as a small college)
 - Increasing capacity without a firm growth model in place
 - OPEB obligations (District)
 - Weak position control (District)
 - Integrated facilities planning and resource allocation
 - DSP does not always inform campus directions

Standard IID, Fiscal Services

- **Opportunities**

- Address inefficiencies
- Develop a district strategy for growth
- Continued support for comprehensive college components
- Strengthening and development of partnerships
- Align resource allocation to the growth strategy
- Multi-year fiscal planning

- **Threats**

- State budget volatility

Standard IV.A

- Strengths
 - Collegial Governance
 - Integrated Plans & Processes
 - Institutional Evaluation and Review
- Weaknesses
 - Campus Climate Surveys indicated decreasing familiarity and confidence in campus planning
- Opportunities
 - Raise moral
 - Increase Transparency
- Threats



Standard IVA, Leadership

- **Strengths**
 - Leadership is promoted at all levels of the institution
 - Written policy for participation in decision-making
 - Defined roles in governance
 - Appropriate bodies make recommendations about learning programs
 - Responsiveness to Commission recommendations
 - Honesty and integrity

Standard IV.B.1: Board and Administrative Organization

- Strengths
 - Policies and Procedures
 - Goals and Imperatives
 - Institution-Set Standards
 - Board Self-Review
 - Clearly Defined Roles
- Weaknesses
 - BP and AP updates
 - Consistency: Deviation for 2045
 - Decision Making Without Consultation: AB955
- Opportunities
 - Hays Group Salary Report
 - College Brain Trust Study
 - CCLC Consultant Developing Review Cycle
- Threats
 - Chancellor's Evaluation

IV.B.2.: Board and Administrative Organization

- Strengths
 - Long-term interim with long history @ SBVC
 - College Council
 - Campus has strong Academic and Classified Senates
 - Core Plans & Processes are stable and functioning
- Weaknesses
 - Unable to hire and retain a permanent President.
 - 32 months, 2 Failed Searches & 3 Interims since last permanent President
- Opportunities
 - Hays Group Salary Report could lead to a pay scale increase
- Threats
 - Number of Interims have limited long-term campus planning and decision making



Standard IVB.2., Board and Administrative Organization

Strengths

- President has responsibility for the college
 - Guides improvement, evaluation, resource planning and distribution, and evaluates systems
 - Communicates effectively
 - Delegates appropriately
 - Consults collegially

- **Weaknesses**

- None

- **Opportunities**

- None

- **Threats**

- None

IV.B.3. Board and Administrative Organization

- Strengths
 - District Strategic Plan
 - Linked to Board Imperatives
 - District Program Review
 - AP 2225
 - District Assembly
 - AP 2045: Process Chart
- Weaknesses
 - Resource Allocation Model
 - Multi-Year Budget Planning
 - Financial 2000
 - District Assessment
- Opportunities
 - College Brian Trust Report
- Threats

Colleges on Sanction January 2009 - January 2013

Top Deficiencies Causing Sanctions

COLLEGES ON SANCTION	PROG REVIEW	PLANNING	INTERNAL GOVERNANCE	BOARD	FINANCIAL STABILITY OR MANAGEMENT
2009 SANCTIONS (N=24)	71% (17)	92% (22)	46% (11)	46% (11)	54% (13)
2010 SANCTIONS (N=19)	68% (13)	89% (17)	42% (8)	58% (11)	58% (11)
2011 SANCTIONS (N=21)	19% (4)	71% (15)	24% (5)	67% (14)	62% (13)
2012 SANCTIONS (N=28)	21% (6)	71% (20)	18% (5)	71% (20)	50% (14)
2013 SANCTIONS (N=25)	28% (7)	64% (16)	20% (5)	68% (17)	52% (13)

Internal Governance

- Two failed presidential searches and the number of interim managers, VPs & Presidents over the last several years will be a red flag. The District has also experienced high turnover of classified staff and has a number of interim management positions.
- The lack of a process to evaluate Interim Managers needs to be addressed. AP 7251 is currently being reviewed and an evaluation process should be included.
- 2013 non-renewal of 4 permanent managers contracts in Student Services further destabilized leadership at a time when the President and all VPs were interim.
 - Managers positions were down graded and division/departments reorganized without observing collegial processes.



BOARD

- ACCJC will need evidence that the Chancellor evaluations are current and conducted according to AP.

Financial Stability

- While the District is financially stable the college still have financial needs.
- College Brain Trust Report helps to document budgeting processes.
- Hay Group, Inc. Report: The commitment to a more equitable pay scale can be leveraged to demonstrate District commitment to hiring and retaining quality administrators, faculty and staff.

Crucial Issues

- Irregularities in HR hiring and evaluation processes
- College Brain Trust Report: Position Control Numbers
- High number of vacancies across campus

Caution

- Human Resources Standard Operation Procedures Manual – 2011 is not yet approved
- Long Range Staffing Plan not updated, currently being completed College Brain Trust
- Institution Set-Standards
- Program SLO Assessment

Commission Actions

- Reaffirm Accreditation
- Reaffirm Accreditation and Request Two-Year Follow-Up Report
- Reaffirm Accreditation and Request a Follow Report with a Visit
- Defer reaffirmation of Accreditation
- Issue Warning
- Impose Probation
- Order Show Cause
- Terminate Accreditation