



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

*Western Association
of Schools and Colleges*

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

Chairperson
MICHAEL T. ROTA
University of Hawaii

Vice Chairperson
SHERRILL L. AMADOR
Public Member

President
BARBARA A. BENO

Vice President
SUSAN B. CLIFFORD

Vice President
KRISTA JOHNS

Vice President
GARMAN JACK POND

Associate Vice President
JOHN NIXON

Associate Vice President
NORVAL WELLSFRY

July 2, 2012

Mr. Nabil Abu-Ghazaleh
President
West Los Angeles College
9000 Overland Avenue
Culver City, CA 90230

Dear President Abu-Ghazaleh:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting June 6-8, 2012, considered the institutional Self Study Report, the report of the evaluation team which visited West Los Angeles College Monday, March 12-Thursday, March 15, 2012, and your additional material and testimony made at the Commission meeting. The Commission acted to issue **Warning** and to ask that West Los Angeles College correct the deficiencies noted. The College is required to complete a Follow-Up Report by **March 15, 2013**. The report will be followed by a visit of Commission representatives.¹

Warning is issued when the Commission finds that an institution has pursued a course deviating from the Commission's Eligibility Requirements, Accreditation Standards or Commission policies to an extent that gives concern to the Commission. The Commission may require an institution to correct its deficiencies, refrain from certain activities, or initiate certain activities. The Commission will specify the time within which the institution must resolve deficiencies and may subject the institution to required reports and evaluation visits. During the warning period, the institution remains accredited.

The Commission wishes to convey its concern that the Los Angeles Community College District is out of compliance with Eligibility Requirements 17 and 18 as noted in the recommendations below. The Commission urges the District and the colleges to rectify these issues that are related to the financial planning and distribution of resources of the District and its ability to resolve continuing concerns expressed in the District's audit. These issues are ongoing and place the District's colleges at risk.

Mr. Nabil Abu-Ghazaleh
West Los Angeles College
July 2, 2012

The Follow-Up Report should demonstrate that the institution has addressed the recommendations noted below, resolved the deficiencies, and now meets the Eligibility Requirements and Accreditation Standards cited in the recommendations below.

WLAC Recommendation 1: Measurable Goal Setting (2012)

In order to fully meet the Standard, the college must specify its goals on all its master plans and its annual plans in measureable terms so that the degree to which they are achieved can be assessed, discussed, and applied to decisions regarding improvement of institutional effectiveness. (Standard IB.2, IB.3, IB.4, IV.A.)

Recommendation 5 from the 2006 Comprehensive Evaluation read: The college should develop a sustainable reiterated cycle of integrated planning, resource allocation, plan implementation and evaluation by strengthening its information collection and dissemination for program review, and concentrating on implementation of the master plan and its ambitious planning agenda. (Standard I.A.4, I.B)

WLAC Recommendation 2: Systematic Evaluation and Planning (2012)

In order to increase effectiveness and improve its compliance with the Standard, the college should develop and implement a formal, organized process that is regularly evaluated for assuring quality of data and assessment definitions, interpretation, and application that builds upon the established governance and planning system. This will further college efforts to develop a process where decisions are based on a culture of evidence that results in cohesive planning, evaluation, improvement, and re-evaluation (Standard I.B.3, IV.A.1.).

WLAC Recommendation 3 – Student Learning Outcomes (2012)

As noted by the 2006 team and in order to fully meet the Standards and facilitate the college's achievement of commission expectations of proficiency by AY 2012-13, the team recommends that the college identify student learning outcomes that are related to course objectives for all courses; evaluate all courses and programs through an on-going systematic review of the relevance, appropriateness, and achievement of student learning outcomes, currency, and future needs and plans; and conduct authentic assessment of student achievement at the course, program, and institutional levels in order to improve student learning. (Standard II.A.1.c, 2.a, 2.e, 2.f, 2.h, 2.i; II.B.4; II.C.2., IV.A.2.b.)

WLAC Recommendation 4– Student Learning and Service Level Outcomes (2012)

In order to fully meet the Standards, the team recommends that the college review and revise as necessary its developed student learning and service level outcomes to assure that they are measured in both quantitative and qualitative terms. These measures should be adequate for evaluating whether services are meeting identified student needs so that results can be used to improve the delivery of support services. (Standards IB.3, IIB.4, IV.A.2.b., IV.B.4.).

Mr. Nabil Abu-Ghazaleh
West Los Angeles College
July 2, 2012

WLAC Recommendation 5 – College Catalog Currency (2012)

In order to fully meet the Standard, the college should include both an academic freedom statement, as well as a statement on the acceptance of transfer credit in its next catalog. (Standard II.B.2.a. & c.)

WLAC Recommendation 6 – Library Collection Development and Security (2012)

In order to address recommendations made by two previous visiting teams and to meet Standards, the college should develop a consistent, sustainable and sufficient funding stream to develop quantity, quality, depth, and currency in Library resources and services. Moreover, the college should take necessary steps to evaluate and correct security measures to protect the Library collection. (Standard II.C.1, II.C.1.c., IV.A.2.b.)

Recommendation 7 from the 2006 Comprehensive Evaluation read: The college should address the inadequacy of its library collections. (Standard II.C.1)

WLAC Recommendation 7 – Financial Resources (2012)

In order to meet the standard, the team recommends that the college integrate planning, evaluation, and resource allocation decision making in order to systematically assess the effective use of its financial resources and use the results of the evaluation as the basis for institutional improvement and effectiveness in a manner that assures financial stability for the institution. (Standard III. D. 1. and III.D.3.)

Recommendation 3 from the 2006 Comprehensive Evaluation read: The college should implement a viable plan to operate in a fiscally responsible fashion that aligns its programs and services with its revenue allocation to achieve sustainable fiscal stability. (Standard III.D)

District Recommendation 1:

In order to meet the Standards and Eligibility Requirements, the Teams recommend that the district actively and regularly review the effectiveness of the construction bond oversight structure and the progress in the planned lifting of the moratorium to ensure the financial integrity of the bond programs, and the educational quality of its institutions as affected by the delays of the planned facilities projects. (*III.B.1.a; IIID.2.a; IVB.1.c; Eligibility Requirements 17 and 18*)

District Recommendation 2:

In order to ensure the financial integrity of the district and the colleges, and to meet the Standards and Eligibility Requirements, the Teams recommend the resolution of the material weakness and significant deficiencies cited in the 2010 financial audit be fully effected by the completion of next year's audit, and appropriate systems be implemented and maintained to prevent future audit exceptions. (*IIID.2.a; IVB.1.c, Eligibility Requirements 17 and 18*)

Mr. Nabil Abu-Ghazaleh
West Los Angeles College
July 2, 2012

District Recommendation 4:

To fully respond to the recommendation first tendered by the Comprehensive Evaluation Team in 2006, and to reflect a realistic assessment of financial resources, financial stability, and the effectiveness of short- and long-term financial planning for the district and the colleges, and in order to meet the Standards and Eligibility Requirements, the Teams recommend that the district adopt and fully implement as soon as is practicable an allocation model for its constituent colleges that addresses the size, economies of scale, and the stated mission of the individual colleges. (IIID.1.b, IIID.1.c, IIID.2.c, IVB.3.c; Eligibility Requirements 17 and 18)

The recommendation for implementing and assessing the impact of an allocation model was first given to the District in 2006, as part of the comprehensive evaluation reports for Los Angeles Southwest College, Los Angeles Harbor College, and West Los Angeles College. Subsequent Commission Concerns for colleges in the district have raised issues connected with Standard III.D. Financial Resources about the effectiveness of short- and long-term financial planning for the district and the colleges. The need to adopt and implement an allocation model is a district recommendation again, as articulated in District Recommendation 4 to Los Angeles Southwest College, Los Angeles Harbor College, and West Los Angeles College from their comprehensive evaluations.

District Recommendation 5:

To meet the Standard, the Teams recommend that the Board of Trustees make visible, in behavior and in decision-making, their policy role and their responsibility to act as a whole in the public's interest. Further, the Teams recommend continuing professional development for the Board of Trustees to ensure a fuller understanding of its role in policy governance and the importance of using official channels of communication through the chancellor or his designee. (IVB.1.a)

It should be noted that College Recommendations 1, 6, and 7, and District Recommendation 4 above reprise issues that have been raised with the College and District in previous evaluation reviews. I wish to inform you that under U.S. Department of Education regulations, institutions are expected to resolve deficiencies within a two-year period or the Commission must take action to terminate accreditation. The Commission's *Policy and Procedures for the Evaluation of Institutions in Multi-College Districts or Systems* clarifies that the integrity of the district falls within the scope of the institution's accreditation. West Los Angeles College must demonstrate full resolution of College Recommendations 1, 6, and 7, and District Recommendation 4 and resolve the deficiencies noted by **March 2013** or the Commission will be compelled to act. It is imperative that the Los Angeles Community College District cooperate with the College in responding to these deficiencies in order to ensure the College can demonstrate its ongoing and sustained compliance with the Eligibility Requirements and Accreditation Standards.

Mr. Nabil Abu-Ghazaleh
West Los Angeles College
July 2, 2012

The Evaluation Report also noted the steps taken to address 2006 Recommendations 6 and 13 were partially addressed.

2006 Recommendation 6 read: The college should periodically review its staffing priorities, hours of operations, and counseling priorities to ensure that what is delivered is consistent with program review, of acceptable quality, and aligns with the mission and values of the college. (Standard II.B.1)

2006 Recommendation 13 read: All college personnel should identify ways to increase participation in governance and develop trust throughout the institution by conducting meaningful, timely dialogue that acknowledges different perspectives and ideas for making informed decisions. (Standard IV.A.1, IV.A.2.a)

The College should take the necessary steps to establish and demonstrate sustained, continuous compliance with the Standards in these areas.

The Evaluation Report that was sent to the institution provides details of the team's findings with regard to each Eligibility Requirement and Accreditation Standard and should be read carefully and used to understand the team's findings. The recommendations contained in the Evaluation Report represent the best advice of the peer evaluation team at the time of the visit, but may not describe all that is necessary to come into compliance. Institutions are expected to take all action necessary to comply with Eligibility Requirements, Accreditation Standards, and Commission policies. The Commission wishes to remind you that while an institution may concur or disagree with any part of the team report, West Los Angeles College is expected to use the Evaluation Report to improve educational programs and services and to resolve issues identified by the Commission.

I have previously sent you a copy of the Evaluation Report. Additional copies may now be duplicated. The Commission requires you to give the Evaluation Report and the Commission action letter dissemination to your College staff and to those who were signatories of your College Self Study Report. This group should include the Chancellor, campus leadership and the Board of Trustees. The Commission also requires that the Evaluation Report, the Self Study Report, and the Commission action letter be made available to students and the public. Placing a copy on the College web site can accomplish this.

The College conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in its self study efforts be used to support the continuing improvement of West Los Angeles College.

Mr. Nabil Abu-Ghazaleh
West Los Angeles College
July 2, 2012

Finally, ACCJC staff is available to assist the College with consultation and advice on the recommendations identified above.

On behalf of the Commission, I wish to express continuing interest in the institution's educational quality and students' success. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno, Ph.D.
President

BAB/tl

cc: Dr. Daniel LaVista, Chancellor, Los Angeles Community College District
Mr. Robert Sprague, Accreditation Liaison Officer
Board President, Los Angeles Community College District
Mr. Douglas Dykstra, Chancellor, Windward Community College, Team Chair

¹ Institutions that will be preparing and submitting Midterm Reports, Follow-Up Reports, and Special Reports to the Commission should review *Guidelines for the Preparation of Reports to the Commission*. It contains the background, requirements, and format for each type of report and presents sample cover pages and certification pages. It is available on the ACCJC website under College Reports to ACCJC at: (<http://www.accjc.org/college-reports-accjc>).