



8-20-08

ACCJC RECOMMENDATIONS 2008 for West Los Angeles College Accreditation Focused Midterm Report

Recommendations in *italics* indicate Key Recommendations for the March 15, 2009

Recommendations	Actions	Outcome/Goal	Timeline/Person(s), Group Responsible
<p>Commission Recommendation 1 (New) <i>The Commission is seeking evidence of the effectiveness of the various plans that the College has implemented and the sustainability of the College's planning processes. (Standard 1.6)</i></p>	<p>1. West's 2008 Unit Planning instrument links to the college's new Educational Master Plan 2008-2011, by supporting its four primary objectives: affirm institutional commitment to student learning; implement a comprehensive integrated written plan for an effective Basic Skills program by 2010; build on West's success in vocational education to improve the whole college; build up and support West's diversified modes of instructional delivery.</p> <p>2. To further strengthen the link between planning and resource allocation, the College Planning Committee has called for proposed actions that focus on enrollment growth and retention and/or implementing at least one of the Educational Master Plan's strategies.</p> <p>3. West's plans include implementing a web-based program-review/unit planning process.</p>	<p>1. Unit plans address these objectives in addition to enrollment growth and retention.</p> <p>2. Based on criteria that include the Educational Master Plan objectives, the College Planning Committee will make allocation recommendations to the College Council of proposals submitted for the set-aside.</p> <p>3. The web-based program review/unit plan will make trend data more accessible and easier to analyze for planning purposes.</p>	<p>College Council, College Planning Committee, College Budget Committee, Program Review Committee</p>

<p>Commission Recommendation 2 (New) District Plan for Retiree Health Benefit Liability <i>The Commission is seeking evidence that the District has developed, implemented, and adhered to a plan which will address the unfunded retiree health benefit liability to assure out-year obligations are met without significant negative impact on the financial health of the institution. (Standard III.D.1.c).</i></p>	<p>District will respond to this recommendation.</p>		
<p>Recommendations</p>	<p>Actions</p>	<p>Outcome/Goal</p>	<p>Timeline/Person(s), Group Responsible</p>
<p>Recommendation 1: Campus Climate <i>The college should create a campus climate that embraces open, candid dialogue that embodies a culture of respect, civility and trust to improve institutional decision making, planning and effectiveness. (Standard I.B.1; Standard III.A.1.d, III.A.4, III.A.4.c; and Standard IV.A.2, IV.A.2.a, IV.A.3, IV.A.5)</i></p>	<p>2006 Progress Report 1.* MOU on effective governance has been ratified and guides key committees' work: consultation occurring on a regular basis btw the college president and faculty leadership, improving communication and accountability. 2.* Key committees have established clear rules to facilitate discussion that leads to decision-making and action, improving communication and accountability. 3. * Academic divisions are holding meetings and recording items discussed and actions taken, increasing communication and accountability. 4. * Very-well attended Fall Leadership retreat yielded material to inform the developing, updated Educational Masterplan as well as a document on ethics. 5. * Enhance the college's website to make it more attractive and to include access to key information re.</p>	<p>2006 Progress Report *1. Documentation of improved decision making, planning and effectiveness in a climate of open, candid, respectful dialogue, including clear rules now governing committee meetings. *3. Conduct survey of committee members to assess whether they feel such a climate is promoted and encouraged. Minority report noted. *4. Opinions expressed on three important, pressing college issues: 1) balancing the college budget; 2) the best ways to achieve enrollment growth; 3) the content and proposals to address this progress report. Actions followed on enrollment growth and retention, including the Welcome Week, One-Stop Registration, Telephone Bank</p>	

	<p>committees, data, classes, retention strategies, etc.</p> <p>2008-09</p> <p>Over the past two years and through concerted efforts on the part of administration, faculty and staff, the campus climate has markedly improved.</p>	<p>project and numerous outreach visits to feeder high schools.</p> <p>5. Establish a master calendar, *published a student newsletter, * enhanced the college website for greater visibility and accessibility to information about West.</p> <p>*President's Open Hour added times to accommodate late afternoon and evening adjunct faculty.</p> <p>2008-09</p> <p>Through a commitment to transparency in decision/policy making and through improved communications, the college community is measurably healthier and more functional than previously.</p>	
Recommendations	Actions	Outcome/Goal	Timeline/Person(s), Group Responsible
<p>Recommendation 2: Student Learning Outcomes</p> <p><i>The college should identify student learning outcomes at the course and program levels, and refine them at the institutional level, while adhering to the defined timeline and monitoring timely development within each department. These student learning outcomes should be systematically assessed and the results used for the improvement of student learning and institutional effectiveness.</i></p>	<p>College sponsors workshops with Don Prickel that discipline faculty participate in to develop appropriate SLOs at the class level, including assessment.</p> <p>Rubric developed to assess progress towards implementing a SLO Framework for West.</p> <p>The college continues to allocate appropriate resources, where appropriate, to SLOs.</p>	<p>42 discipline faculty have participated in the SLO workshops and developed and assessed appropriate SLOs.</p> <p>To increase awareness of and engagement with SLOs, all faculty are to include SLOs in their course syllabi.</p> <p>SLOs are embedded in the curriculum approval process and in the online program review/unit plan instrument currently being introduced to West.</p>	SLO Committee
<p>Recommendation 3: Budget Plan</p>	<p>Through enrollment management, increased year-round class offerings, marketing and publicity and</p>	<p>West has achieved and sustains fiscal stability.</p>	VP of Admin Services,

<p><i>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.B)</i></p>	<p>outreach, West aligns its fiscal stability with strategic enrollment growth.</p> <p style="text-align: center;">2008-09</p>		<p>Budget Committee. VPs, President, College Council</p>
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<p>Recommendation 5: Planning and Budget <i>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 agenda. (Standard I.A.4.I.B).</i></p>	<p>1. West's 2008 Unit Planning instrument links to the college's new Educational Master Plan 2008-2011, by supporting its four primary objectives: affirm institutional commitment to student learning; implement a comprehensive integrated written plan for an effective Basic Skills program by 2010; build on West's success in vocational education to improve the whole college; build up and support West's diversified modes of instructional delivery.</p> <p>2. To further strengthen the link between planning and resource allocation, the College Planning Committee has called for proposed actions that focus on enrollment growth and retention and/or implementing at least one of the Educational Master Plan's strategies.</p> <p>3. West's plans include implementing a web-based program-review/unit planning process.</p> <p style="text-align: center;">2008-09</p> <p>After thorough research of LACCD colleges and through its governance process, the college is now in the process of seeking/selecting a dean of Research and Planning.</p>	<p>1. Unit plans address these objectives in addition to enrollment growth and retention.</p> <p>2. Based on criteria that include the Educational Master Plan objectives, the College Planning Committee will make allocation recommendations to the College Council of proposals submitted for the set-aside.</p> <p>3. The web-based program review/unit plan will make trend data more accessible and easier to analyze for planning purposes</p> <p style="text-align: center;">2008-09</p> <p>Selection process for the Dean of Research and Planning is underway.</p> <p>The all-college online program review is due to be delivered August 17th. Training is scheduled for Thursday, Aug. 28th and the 3rd week of the Fall 2008 semester.</p>	<p>College Council, College Planning Committee, College Budget Committee, Program Review Committee</p>
<p>Recommendation 6 <i>The college should periodically review its staffing practices, hours of operation,</i></p>	<p>1. West has made extensive progress in increasing staff, including a complete administrative leadership team and counselors in Student Services as of Fall 2007.</p>	<p>1. Increased staffing to cover key areas that deliver services to students .</p> <p>2. Students benefit from additional hours/days provided in key services.</p>	<p>Vice President of Student Services, Student Services Division</p>

<p><i>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)</i></p>	<p>2. Following the newly developed Student Services Strategic Plan, West has initiated numerous actions to address delivery of services to students. Available service hours were reviewed and expanded or adjusted, as needed.</p> <p>3. Streamlined educational practices, such as the transcript evaluation process, athletic eligibility, even the dismissal process.</p> <p>4. New programs such as Academic Hurdlers focuses on student retention, persistence and completion of academic and vocational goals.</p> <p>5. Other initiatives to support students in their efforts to succeed include online orientation, the new Office of School Relations and Outreach, Welcome Week, online counseling.</p> <p style="text-align: center;">2008-09</p>	<p>3, 4, 5. All these initiatives improve the delivery of services to students, aligning with the mission and values of West Los Angeles College</p> <p style="text-align: center;">2008-09</p>	
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<p>Recommendation 7: Library Resources <i>The college should address the inadequacy of its library collections. (Standard II.C.1)</i></p>	<p>Recognizing the changes to print media, the library addresses the inadequacy of its holdings by expanding its online database resources and marketing and publicizing to faculty orientations for specific classes to Internet research.</p>	<p>Create greater access to a range of online resources.</p>	<p>Chair of Library & Learning Resources Division, appropriate dean and VP of Academic Affairs</p>
<p>Recommendation 8: Staffing Plan <i>The college should assess its staffing needs and organizational structure and implement a plan that effectively allocates its human resources. (Standard III.A.1, III.A.2, III.A.6).</i></p>	<p>1. The Student Services Strategic Plan specifies the staffing plan for this area.</p> <p>2. Consultation of the Administration with the Academic Senate and the chair of the FPIP Committee results in plans to hire more faculty.</p>	<p>2. Hiring of additional tenure-track faculty in core subjects, such as math and English, is proceeding.</p>	<p>VPs, division chairs</p>
<p>Recommendation 9: Employee Evaluations <i>The college should complete and maintain scheduled employee evaluations. (Standard III.A.1.b)</i></p>	<p>1. Processes for all employee evaluations were reviewed and a process map is being developed</p> <p>2. Reports from all divisions of the status of employee evaluations are made on an annual basis.</p>	<p>1. Process map in development.</p> <p>2. Division VPs prepare annual report on status of all employee evaluations.</p>	<p>VPs</p>

<p>Recommendation 10: Technology Planning <i>The college should adopt a fully integrated planning and budgeting process that focused on promoting student learning, includes a technology plan that provides an equitable distribution of information technology, and includes the total cost of ownership for technology. (Standard III.C.2)</i></p>	<ol style="list-style-type: none"> 1. Through the governance process, consult with the Academic Senate for faculty appointees to this committee. 2. Seek additional members from the college community, broadening participation. 3. Previous Technology Plan provisions met, including the smart Teaching/Learning Center, Technology Fairs for faculty, staff and administrators to showcase use of technology to enhance curriculum delivery, i.e., podcasting, training in ETUDES. 4. Training workshops provided to all faculty – adjunct and full-time - to post their class syllabi online. 5. The college intends to send members of the Technology Committee to the 2008 Conference on Information Technology, October 19-22 in Salt Lake City. 	<ol style="list-style-type: none"> 1, 2, 3, 4. Technology serves the Educational Master Plan goals by maximizing excellence in student learning by anticipating and strategically planning for the future technological needs of programs & curricula. 5. Discussion of latest technology innovations that help accelerate learning; Interface with colleagues from other colleges to discuss technology strategies and solutions; compare leading vendors’ products and services; gain insight into leveraging technology to help West realize even greater academic excellence. 	<p>Technology Committee</p>
<p>Recommendation 11: Financial Stability <i>The college should assign a high priority to attaining long-term financial stability. (Standard III.D)</i></p>	<p>This item has been and continues to be a high priority for college planning.</p>	<p>Through strategic management of enrollment growth and grants, the college’s priority of long-term financial stability is realized and sustainable.</p>	<p>President, senior staff.</p>
<p>Recommendations</p>	<p>Actions</p>	<p>Outcome/Goal</p>	<p>Timeline/Person(s), Group Responsible</p>
<p>Recommendation 12: Enrollment Management <i>The college should develop and execute enrollment management strategies to achieve stable enrollment and growth. (Standard III.D)</i></p>	<p>In the Fall 2008 Semester, the College Council plans to appoint a faculty member to this Committee.</p> <p>Sustain existing enrollment management strategies that have grown the college, achieving stable enrollment while also focusing on excellent student learning.</p>	<p>Stable enrollment and managed growth contribute not only to West’s financial stability but also enable the college to expand program offerings, support innovative teaching strategies that result in excellent learning outcomes for students.</p>	<p>Enrollment Management Committee chaired by Dr. Rocha</p>
<p>Recommendation 13: Governance <i>All college personnel should identify ways to increase participation in governance</i></p>	<ol style="list-style-type: none"> 1. The hiring of new tenure-track faculty through the FPIP process includes having division chairs encourage the new hires to participate on college committees. 2. In 2007-2008, the College Council continued to 	<ol style="list-style-type: none"> 1. Newly hired tenure track faculty have served on the Program Review Committee, the Comprehensive Program Review Committee and are serving on the Budget Committee. 	<p>College Council, Division Chairs</p>

<p><i>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)</i></p>	<p>strengthen participatory governance processes as it tackled the Land Use Proposal and the 2008-09 budget plan recommendations.</p>	<p>2. Increased confidence in the transparency and inclusiveness of decision/policy making processes at West.</p>	
<p>Recommendations</p>	<p>Actions</p>	<p>Outcome/Goal</p>	<p>Timeline/Person(s), Group Responsible</p>
<p>Recommendation 14: District/College Functions & Decentralization <i>The functional relationship between the College and District needs to be fully defined through a dialog focused on efficient use of resources and services to students. The implementation of a decentralized relationship needs mutual definition. (IV.B.3.a,c).</i></p>	<p>1. The principle of decentralization was formally adopted by the LACCD Board of Trustees in 1999, resulting in district participation in the ACCJC-organized Multi-College Pilot Program (MCP). This led to a 45-page functional map, revised several times over the years. 2. To provide a clear delineation of operational responsibilities and functions, the district initiated a review in 2005, producing the District Office Service Outcomes. 3. More dialog on district/college relationships and functions occurred when the district initiated the District Strategic Planning Initiative in Spring 2006, resulting in the District Strategic Plan 2006-2011. 4. Annual Dept. Chair workshops held. 5. Continuing dialog in spring 2008, engaging the Board of Trustees, the Cabinet, the District Academic Senate and the colleges to create mutually a decentralization “vision statement” to be integrated into the current District Strategic Plan. 2008-09</p>	<p>1. The functional map focused mainly on the accreditation standards. 2. The District Office Service Outcomes specifies user constituencies at the college level, areas of responsibility and expected outcomes for all services. 3. The District Strategic Plan includes Strategic Plan Goal #4, which deals with developing a district-wide culture of service and accountability. This maximizes colleges’ ability to act efficiently as independent entities while enjoying benefits of a large, multi-college district. 4. Workshops clarify district/college responsibilities, an example being the Faculty Hiring Flow Chart. 2008-09</p>	<p>LACCD Board of Trustees, Chancellor, Cabinet, District Academic Senate, colleges</p>

Steering Committee & Signatories to the Report

Mark W. Rocha, Ph.D, President
Bob Sprague, Accreditation Liaison Officer
Fran Leonard, Faculty Chair of Accreditation
Rod Patterson, Academic Senate President
Olga Shewfelt, AFT Faculty President

Joann Haywood, AFT Staff Guild Local 1521A Chapter Chair
Lawrence Jarmon, Ed.D, Calif. Teamsters Employees Union 911 Chair
Abel Rodriguez, Supervisory Employees' Union Local 721 Representative
Eileen Gnehm, Associated Students Organization President

Recommendations' Committees

College Council
Budget Committee
Planning Committee
SLO Committee
VP of Student Services
Library Committee
Senior Staff
Tech/Master Plan Committee

Recommendations 1 Campus Climate and 13 Governance
Recommendation 3 Budget Plan and 11 Financial Stability
Recommendation 5 Planning and Budget
Recommendation 2 Student Learning Outcomes
Recommendation 6
Recommendation 7 Library Resources
Recommendations 8 Staffing Plan and 9 Employee Evaluations
Recommendation 10 Technology Planning