

Accreditation Response Team
April 2009 Executive Summary

Introduction

The subcommittee groups on the Accreditation Response team (ART), made of up staff, faculty, administrators, and Board members, continue to work on Rio Hondo College's response to the Major Findings and Recommendations of the 2008 peer review team assigned by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (WASC). The following report summarizes the work that each subcommittee has completed as of April 24, 2009, as well as work each committee plans to accomplish and continues to work on as Rio Hondo College's Accreditation Response Team (ART) goes forward.

Recommendation 1: Institutional Effectiveness

Develop and implement an institutional planning process that includes: **1.)** measurable institutional goals and objectives with a timeline for the implementation and achievement of these goals, and a schedule for when the achievement of these will be assessed; **2.)** more clearly defined links between the college's program review, unit planning and resource allocation processes as parts of an integrated process for continuous improvement; **3.)** communication more broadly across the campus of the purposes and intended outcomes of each component of the planning process as well as the integrated planning process as a whole; **4.)** an examination of institutional effectiveness through a broad-based dialogue that centers around clearly defined measures of effectiveness and the assessment of the effective use of resources; **5.)** the opportunity for members from all constituency groups to fully participate in the process at all levels; **6.)** a staff development program that permeates the institution to promote the effective use of data, including identification of where data are available; **7.)** and clearly defined processes for assessing the effectiveness of the planning process as a whole, as well as each of the components, that includes timelines for evaluation, assigned responsibilities, and expected outcomes (Standards IB.1, IB.2, IB.3, IB.4, IB.5, IB.6, IB.7, IIA.2, IIIA.6, IIID.1.a, IIID.3).

What Has Been Done

1.) Institutional Effectiveness Committee (IEC) analyzed data for Institutional Goals, Objectives and Key Performance Indicators (KPIs) for 2008-2009 and held robust discussions on effective assessment and measurement of goals and outcomes in preparation for April Leadership Retreat.

Leadership Retreat, with 72 participants representing all segments of campus community (faculty, staff, management, students) convened for full day session on April 17th, 2009.

Chief tasks accomplished included:

- a review of Area plans (built upon program and unit plans and program review)

- a review of 2008-2009 goals and KPIs
- a discussion of the "Scorecard" results generated by KPI baseline data
- round table discussions resulting in the updating, enhancement, and measurement of 2009-2010 Goals, Objectives (KPIs)

2.) At April 2009 Leadership Retreat, reviewed recommended resource allocation for 2009-2010 resulting from many levels of linked planning which included:

- Development of Program Plans (using previous Program Reviews) which fed into Unit Plans and Area Plans in February/March 2009

- Recommendations from Area Plans and Institutional recommendations from Program Review brought before representative committees to prioritize resource allocation for faculty, classified staff, facilities, technology and equipment for 2009-2010

3.) 2009 Leadership Retreat facilitated continued campus-wide discussion of purpose, processes, links and outcomes of Rio Hondo's integrated planning process

4.) Broad based dialogue on institutional effectiveness continues on campus through ongoing discussions in following venues (which include all campus constituencies):

- regular IEC and Planning & Fiscal Council (PFC) meetings,
- Program Review, Program and Unit plan development,
- annual Leadership retreat

5.) See March Executive Summary

6.) See March Executive Summary

7.) See March Executive Summary

What Will Be Done

1.) IEC will further define 2009-2010 Goals, Objectives, KPIs from Leadership Retreat to assure measurability

New/adjusted KPIs sent to Institutional Research and Planning to ensure appropriate data available

Suggested changes in Goals, Objectives, KPIs will be sent to Leadership Retreat participants, PFC, and President for final adoption

By end of May 2009, IEC will create & present 2 year planning cycle calendar which includes assessment of prior year plans and development of future plans

2.) Using feedback from 2009-2010 Planning Process, 2010-2011 training and planning software being updated to improve integration of SLOs, Program Review and resource allocation.

3.) Constituency participants in Leadership Retreat will take back updates on planning processes and outcomes to groups they represent.

Institutional Planning Website will be updated to reflect evolution of planning processes, goals, objectives & KPIs

Emails/links sent to campus community alerting them to planning updates

4.) IEC will use KPIs to produce "Scorecard" with updated benchmarks and assessment to reflect work of 2009-2010 planning process that will be communicated to entire campus community through website and existing representative committees

5.) See #4 above

6.) Training on improved 2010-2011 planning software and processes will begin June 2009

7.) See March Executive Summary

Recommendation 2: Student Learning Outcomes

The college is at the developmental level on the ACCJC rubric for student learning outcomes and has established an initial framework and assessment strategy at the course level. In order to meet the ACCJC standard of proficiency of student learning outcomes by 2012, the college needs to: create an implementation timeline; regularly evaluate the effectiveness of the SLO assessment process; facilitate college wide discussions; develop and implement training for all constituencies integrating college wide efforts between Instruction and Student Services; create a special emphasis on identifying valid and reliable data and use of authentic assessment; and implement a system of quality control to ensure meaningful and accurate assessment of student learning throughout the college. (Standards II.A.1, 2, 3)

What Has Been Done

1. Comprehensive timeline developed and presented to SLO committee on April 23rd outlining "Path to Proficiency by 2012 enumerating 90 tasks which include:
 - the design and implementation of training
 - expansion of SLOs to cover all areas addressed in the relevant ACCJC rubric
 - thorough treatment of SLOs in Student Services areas
 - the need for a computerized system to document and track progress on SLOs
 - timeframe for addressing quality-control issues with SLOs
2. Assessment system (SLOs 2.0) constructed and presented to SLO committee on April 23rd which addresses SLOs at all required levels, including courses, general education, basic skills, degrees, and certificates. System incorporates work already done on SLOs and will focus on making data more relevant and accessible at all levels.
3. Significant progress in design of web-based system for storage and processing of SLOs including ability to input information for new course-level SLOs and list all SLOs uploaded to the system by course.
4. Uniform method for recording and evaluating SLOs in Student Services developed.

What Will Be Done

1. SLO Committee meets May 7th to recommend modifications and establish consensus on timeline. Timeline approved will become major governing document for SLO committee.
2. SLO Committee meets May 7th to recommend modifications and establish consensus on SLO assessment system.
3. Ongoing development of web-based system to store and process all levels of SLOs
4. Student Services managers consulted May 4th for input/modification of uniform method for recording and evaluation SLOs in their areas.

Method will continue to be refined through summer of 2009, with implementation set for fall 2009.

Recommendation 3: Student Support Services

The team recommends that the catalogue include the college's official web site address, the current academic calendar, the program length for the academic year the catalog covers, and a clear communication of the educational cost for non-resident students (Standard II.B.2.b)

What Has Been Done

- See March update

What Will Be Done

- See March update

Recommendation 4: Human Resources

The team recommends the college develop and approve a code of ethics for all employees (Standard III.A.I.d)

What Has Been Done

- April 15th – Initial sub-committee meeting on establishing an ethics policy for the college to approve.
- April 15th – Draft document approved for further development and discussion
- April 15th – A committee draft of an ethical policy was reviewed and will be further developed within committee. History, documents and supporting evidence was gathered.

What Will Be Done

- Review the history of the recommendation.
- Review of college policies
- Review of “ethics” statements of various groups and colleges.

Recommendation 5: Leadership

The college should employ methods to assess campus climate across all constituencies, leading to the continual improvement of communication and programs that promote empowerment trust, and innovation. (Standard IV.A.3)

What Has Been Done

In April the subcommittee group met and discussed how to cultivate a climate of communication on campus, as well as conducting several leadership meetings and retreats to consider planning, communication and effective governance. The following reflect the meetings that affect the leadership climate on campus

- April 9, 2009: Leadership Luncheon to discuss better communication on campus and between committees
- April 17, 2009: Campus Leadership retreat held at Swiss Park
- April 21, 2009: Discussion on design for all campus surveys and implementation process

What Will Be Done

The subcommittee is carefully considering all constituents on campus in order to effectively assess campus climate, leadership processes and empowering all constituents to collaborate effectively. The following are initiatives that will be implemented in the next few months. Discussions continue on how best to design and disseminate the surveys.

- Implement questionnaires for Faculty Assoc. and CSEA
- Implement ASB Surveys
- Implement DSP&S surveys

Recommendation 6: Governance

The team recommends the college develop a formal and cyclical review of governance committees and processes to ensure integrity and effectiveness, and communicate the results as a basis for improvement of campus decision-making; the college administration develop a plan to clarify the reporting pathways for the various governance bodies exemplifying the linkages between the unit plans, program review, and the resource allocation process. (I.B.6, IV.A.5); the Board of Trustees participate immediately in professional development that introduces Board members to best practices regarding board/campus relations, ethics, trusteeship, accreditation process, and strategic planning; the Boards review and, if necessary, revise the Presidential hiring process established in 2002 to prevent potential disagreements with future Presidential search committees (Standards IV.B.1, IV.B.1.f, IV.B.1.i, IV.B.1.j); and the college and the Board of Trustees immediately reach agreement on policies and practices that govern the development of accreditation materials. (Standards IV.A.4, IV.B.1.i)

What Has Been Done

The following professional development meetings, workshops and conferences were attended by one or more Board Trustees:

- Sept. 19-20, 2008: CCCT Board Meeting
- Oct. 18, 2008: Special Board Meeting to discuss Brown Act, Ethics Policy, Board Self evaluation, CEO selection process, goals and benchmarks
- Oct 28-Nov. 1, 2008: ACC Trustees Annual Conference
- Nov. 20-22: CCLC Annual Convention
- Jan. 23-26, 2009 CCLC Legislative Conference
- Jan 24, 2009: CCCT Board Meeting

- Feb 5-6, 2009: Bond Sale Presentation
- Feb 8-11, 2009: AACCC/ACCT National Legislative Seminar
- Mar 6-8, 2009: National Association of Latino and Elected Officials (NALEO) April 8, 2009: Board members Accreditation workshops
- April 17-18, 2009: CCCT Board Meeting

The following campus meetings occurred to review governance processes within committees and on the campus at-large:

- April 2009: Completion and review by campus community of new governance manual identifying all governance committees on campus and their purpose
- April 21, 2009: Identified template of evaluation instrument used by Perkins committee to organize and evaluate processes and progress for each committee on campus
- April 21, 2009: Identified timeline and procedures for developing the review process of governance committees on campus
- Ongoing: Board members continue to examine current hiring policy for Presidential search committees for discussion and possible revision

What Will Be Done

The following actions will be taken by the Board of Trustees

- Attendance at upcoming Board Accreditation workshops on May 13, 2009; June 10, 2009
- May 1-3, 2009: CCCL Annual Conference
- June 19-20: CCCT Board Meeting
- Board members will differentiate 2002 process from 2006 process; review what policy followed, and analyze how close or far the 2006 policy was from what was documented and recommended
- Will come up with a proposal of changes or rationale for keeping 2006 policy for collaborative review

The following actions will be taken by campus governance committees and/or ART subcommittee:

- Set up self evaluation process using the Perkins template and tailor it for the governance process to provide accountability and consistency across campus groups

- Create standardized review process with timeline that fits with planning process
- Document all meetings/agendas on website
- Develop Training programs for leadership via staff development for evaluation processes