# BLUEPRINT FOR EXCELLENCE

The *Blueprint for Excellence* is the College's sematic to addressing ACCJC recommendations and providing a mechanism to identify progress, items/documentation required parties responsible and a general timeline.

Types of Recommendations:
Recommendation of Deficiency: Recommendations made when an institution is found to not be fully upholding a Standard or Eligibility Requirement. These begin "In order to meet…"

Recommendation to Strengthen Institution: Recommendations for an institution that relate directly to improving effectiveness. These recommendations give directions for improvement but do not conclude that the college is not upholding a Standard or Eligibility Requirement. These begin "To improve institutional effectiveness…"

Each recommendation is listed. A legend on how to read the *Blueprint for Excellence* is below:
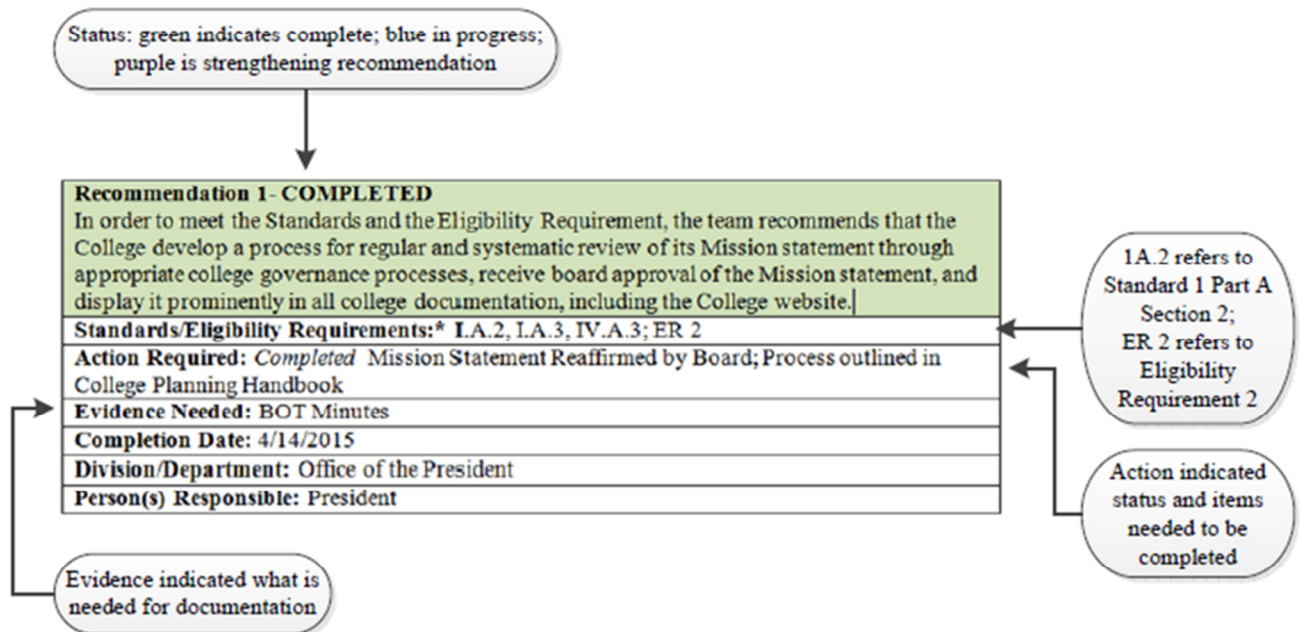
**Recommendation 1- COMPLETED**

In order to meet the Standards and the Eligibility Requirement, the team recommends that the College develop a process for regular and systematic review of its Mission statement through appropriate college governance processes, receive board approval of the Mission statement, and display it prominently in all college documentation, including the College website.

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| **Standards/Eligibility Requirements:** I.A.2, I.A.3, IV.A.3; ER 2 | |
| **Action Required:** *Completed* Mission Statement Reaffirmed by Board; Process outlined in College Planning Handbook | |
| **Evidence Needed:** BOT Minutes | |
| **Completion Date:** 4/14/2015 | |
| **Division/Department:** Office of the President | |
| **Person(s) Responsible:** President | |

**Recommendation 3- COMPLETED**

In order to meet the Standards and U.S. Department of Education requirements, the team recommends the College adopt institutional-set standards that will adequately measure satisfactory performance of student achievement. The team also recommends that the College's governance process be involved in the determination of these standards and the methodology used to set the standards be explained to justify reasonableness of these standards. When the College falls bellows these standards, the team recommends institution-wide discussion of action, and documentation of such, to be taken to improve performance.

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| **Standards/Eligibility Requirements:** I.B.1-6, IV.A.3 | |
| **Action:** *Completed*. College has website and tracked over multiple years. | |
| **Evidence:** Meeting minutes; website | |
| **Completion Date:** N/A | |
| **Division/Department:** Office of Instruction | |
| **Person(s) Responsible:** VPI | |

**Recommendation 13- COMPLETED**

In order to meet the Standard and the Eligibility Requirement, the team recommends that all faculty evaluations require the integration and analysis of the assessment of student learning outcomes.

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| **Standards/Eligibility Requirements:** III.A.1.c; ER 13 | |
| **Action:** *Completed* | |
| **Evidence:** Current Faculty Collective Bargaining Agreement incorporates SLO's as part of evaluations. Other Colleges in District met this Standard | |
| **Completion Date:** N/A | |
| **Division/ Department:** Human Resources and VPI | |
| **Person(s) Responsible:** VPI | |

**Recommendation 15- COMPLETED**

In order to meet the Standard, the team recommends that the College comply with the recommendation in the Department of Education Program Review dated January 5, 2015 in response to audit findings on data submitted to the NSLDS.

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| **Standards/Eligibility Requirements:** III.D.2.a, III.D.2.b, III.D.3.b, III.D.3.f | |
| **Action: Completed** | |
| **Evidence:** All finding from the NSLDS audit were responded to by the District. Other District Colleges met the Standard | |
| **Completion Date:** N/A | |
| **Division/ Department:** Student Services | |
| **Person(s) Responsible:** VPSS | |

**Recommendation 16- COMPLETED**

In order to meet the Standards, the team recommends that the Budget Allocation Model be assessed for effectiveness to provide fair distribution of resources that are adequate to support the effective operations of the College.

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| **Standards/Eligibility Requirements:** III.D.2.a, IV.B.3.c | |
| **Action:** Examine current model and revise | |
| **Evidence:** Complete revised model | |
| **Completion Date:** 8/15/15 | |
| **Division/ Department:** Business and Administrative Services | |
| **Person(s) Responsible:** Director of Business and Administrative Services | |

**Recommendation 20- COMPLETED**

In order to meet the Standard, the team recommends that the College and the District collaborate to clearly delineate and communicate the operational responsibilities and functions of the District from those of the College and consistently adhere to this delineation in practice; and regularly assess and evaluate District role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the College in meeting educational goals.

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| **Standards:** IV.B.3 | |
| **Action:** *Completed* | |
| **Evidence:** Functional Map included as evidence in Self-Evaluation Report | |
| **Completion Date:** N/A | |
| **Division/ Department:** Office of the President | |
| **Person(s) Responsible:** President | |

**Recommendation 2**

In order to meet the Standards, the team recommends that the college ensure that the College mission and goals drive the planning and resource prioritization processes.

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| **Standards/Eligibility Requirements:** I.A.4, III.A.1, III.B.1, III.D.1 | |
| **Action:** Follow budget calendar and develop a rubric | |
| **Evidence:** Documentation of allocations and justification | |
| **Completion Date:** 8/1/2015 | |
| **Division/Department:** Business and Administrative Services | |
| **Person(s) Responsible:** Director of Business and Administrative Services | |

**Recommendation 4**

In order to meet the Standard, the team recommends that formal processes be put into place to document the discussion of student learning.

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| **Standard/Eligibility Requirements:** I.B.1 | |
| **Action:** In Progress. Deans develop SLO rubric/cycle | |
| **Evidence:** Documentation of IEC process; Taskstream reports | |
| **Completion Date:** 8/1/2015 | |
| **Division/Department:** Office of Instruction | |
| **Person(s) Responsible:** VPI | |

**Recommendation 5**

In order to meet the Standards and the Eligibility Requirement, the team recommends that the College assess its planning and program review processes to ensure an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, re-evaluation, and continuous improvement.

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| **Standards/Eligibility Requirements:** I.B.6, I.B.7, II.A.2.f; ER 19 | |
| **Action:** In Progress. As part of planning cycle the Program Review is undergoing revision and updated process launches Fall 2015 | |
| **Evidence:** Documentation of integrated program review and planning model | |
| **Completion Date:** 9/30/2015 | |
| **Division/Department:** Office of Instruction | |
| **Person(s) Responsible:** VPI | |

| Recommendation 6 |
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| In order to meet the Standards and the Eligibility Requirement, the team recommends that the College document the systematic assessment of course-level, program-level, and institutional learning outcomes and use this assessment to direct college and program improvement. |
| **Standards/Eligibility Requirements:** I.B.1, II.A.2.b, II.A.2.e, III.A.1.b, III.D.4; ER 10 |
| **Action:** In Progress. Current Cycle for FY14/15 Completed |
| **Evidence:** Taskstream reports |
| **Completion Date:** 5/22/2015 |
| **Division/Department:** Office of Instruction |
| **Person(s) Responsible:** VPI |

| Recommendation 8 |
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| In order to meet the Standards, the team recommends that the College incorporate consistent and current data into the planning processes. |
| **Standards/Eligibility Requirements:** I.B.6, III.A.6 |
| **Action:** In Progress. Completed Hiring Cycle for Research Position |
| **Evidence:** Job announcement and establish office; position being re-posted |
| **Completion Date:** 7/30/15 |
| **Division/ Department:** Office of President |
| **Person(s) Responsible:** President |

| Recommendation 9 |
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| In order to meet the Standards, the team recommends that the College develop and implement a process for regular and ongoing evaluation and assessment of its governance and decision-making structures and process, and use the results to broaden employee participation and improve institutional effectiveness. |
| **Standards/Eligibility Requirements:** I.B.1, IV.A.5 |
| **Action:** In Progress. Develop campus climate/employee survey |
| **Evidence:** Survey results |
| **Completion Date:** 10/30/15 |
| **Division/ Department:** Office of President |
| **Person(s) Responsible:** President |

**Recommendation 10**

In order to meet the Standards, the team recommends that the College develop, implement, and assess a comprehensive enrollment management strategy based on qualitative and quantitative information that allows the College to clarify its identity while meeting its mission and the varied educational needs of its students, as well as ensuring that resources are allocated in a manner that effectively supports the direction of the College.

**Standards:** I.B.1, I.B.2, I.B.3, II.A.1.a, II.A.2

**Action/Eligibility Requirements:** In Progress. Develop and enrollment management committee

**Evidence:** Enrolment Strategies developed and implemented Fall 2015

**Completion Date:** 8/1/15

**Division/ Department:** Office of Instruction and Student Services

**Person(s) Responsible:** VPI/VPSS

**Recommendation 11**

In order to meet the Standard, the College should develop online tutoring for its distance education students.

**Standards/Eligibility Requirements:** II.B.1, II.C.1.a, II.C.1.c

**Action:** Develop/Contract Online Tutorial Assistance

**Evidence:** Implement Online Tutorial

**Completion Date:** 9/30/2015

**Division/ Department:** Learning Resource Center

**Person(s) Responsible:** VPI

**Recommendation 12**

In order to meet the Standard, the team recommends that all personnel performance evaluations be made current according to the approved cycles.

**Standards/Eligibility Requirements:** III.A.1.b

**Action:** Check HR Records

**Evidence:** Completed report from HR

**Completion Date:** 8/30/15

**Division/ Department:** Business and Administrative Services

**Person(s) Responsible:** Director of Business and Administrative Services

**Recommendation 17**

In order to meet the Standards and the Eligibility Requirement and to comply with the ACCJC Policy on Distance Education and Correspondence Education and the Policy on Substantive Change, the team recommends that the College submit substantive change reports to the Commission as soon as possible and receive approval to offer its programs through distance education and at the off-site science and laboratory building.

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| **Standards:** IV.A.4, ER 21 | |
| **Action:** Complete Science Annex Report. Draft DE Report to Commission for Review | |
| **Evidence:** Science Annex Report Complete and sent to ACCJC for action at 5/7/15 meeting. Draft DE Report sent for review 5/23/15 for ACCJC action in November. | |
| **Completion Date:** Science Annex- 4/1/15. DE- 5/23/15 | |
| **Division/ Department:** VPI | |
| **Person(s) Responsible:** VPI/ALO | |

**Recommendation 19**

In order to meet the Standards, the team recommends that the College president establish a collegial process that sets values, goals, and priorities; ensure that evaluation and planning rely on high quality research and analysis of external and internal conditions; ensure that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; establish procedures to evaluate overall institutional planning and implementation efforts; and effectively control budget and expenditures.

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| **Standards**: IV.B.2 | |
| **Action:** Develop communication flow chart | |
| **Evidence:** Employee/community survey | |
| **Completion Date:** 9/30/15 | |
| **Division/ Department:** Office of President | |
| **Person(s) Responsible:** President | |

**Recommendation 7**

In order to improve institutional effectiveness, the team recommends that the College document and use the assessment of student support services to engage in thoughtful reflection and improvement.

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| **Standards/Eligibility Requirements:** I.B.1, II.B.1, II.B.3.a, II.B.3.c, II.B.3.d, II.B.3.e, II.B.4, IV.A. | |
| **Action:** In Progress. Services Areas began updating assessment plans in Spring 2015 | |
| **Evidence:** Unit plans | |
| **Completion Date:** 9/30/2015 | |
| **Division/ Department:** Student Services | |
| **Person(s) Responsible:** VPSS | |

**Recommendation 13- COMPLETED**
In order to improve institutional effectiveness, the team recommends that all faculty evaluations require the integration and analysis of the assessment of student learning outcomes.

**Standards/Eligibility Requirements:** III.A.1.c; ER 13

**Action:** *Completed*

**Evidence:** Current Faculty Collective Bargaining Agreement incorporates SLO's as part of evaluations. Other Colleges in District met this Standard

**Completion Date:** N/A

**Division/ Department:** Human Resources and VPI

**Person(s) Responsible:** VPI

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**Recommendation 14**
In order to improve institutional effectiveness, the team recommends the College collaborate with the District General Services Department of Risk Management to conduct a risk management assessment of College facilities and make recommendations to the College Facilities or College Health & Safety Committees that inform the College Maintenance and Repairs Priority Needs List.

**Standards/Eligibility Requirements:** III.B.1

**Action:** In Progress. This was listed as a College Actionable Improvement Plan. Work began in Spring 2015.

**Evidence:** Completed report

**Completion Date:** 10/1/15

**Division/ Department:** Business and Administrative Services

**Person(s) Responsible:** Director of Business and Administrative Services

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**Recommendation 18**
In order to improve institutional effectiveness, the team recommends that the College establish a means to clearly identify and communicate recommendations made through the College governance structure and operational processes to the College president, and how those recommendations improve student learning programs and services. The outcomes of committee work and actions of the president in response to recommendations should be widely and effectively communicated to the College.

**Standards:** IV.A.1, IV.A.2, IV.A.3

**Action:** Develop communication flow chart

**Evidence:** Employee/community survey

**Completion Date:** 9/30/15

**Division/ Department:** Office of President

**Person(s) Responsible:** President