PROGRESS REPORT TO THE LOS ANGELES HARBOR COLLEGE
CAMPUSS COMMUNITY
August 28, 2014

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Mr. Jim Stanbery, Accreditation Co-Chair
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Structure of the 2015 Mid Term Report

- Address the 2 recommendations of the 2012 visit
  - Evidence of sustainability of the changes made to address the recommendations which were demonstrated to the ACCJC in the 2013 Follow Up Visit/Report

- Provide evidence of excellence in meeting the ACCJC Standards
  - Address the Actionable Improvement Items in each of the Standards
  - Provide evidence of excellence in fulfilling the Standards

- Evidence based; opinion follows evidence (not vice versa)
Recommendation #1:

As previously stated in Recommendation 2 by the 2006 Comprehensive Evaluation Team and in order to meet Standards, the planning process needs to reflect an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation that use data as the central focus to inform decisions. The process needs to be made clear to the college constituencies so they understand the steps, as well as which plan informs which plan. In addition, human resource planning for classified personnel and administrators needs to be evidence-based and integrated with institutional planning and program review. An evaluation of the effectiveness of the planning process as well as the effectiveness of programs and services needs to be included. (I.B.2, I.B.3, I.B.6, I.B.7, III. A.6)
Elements of recommendation #1:

- The college's planning process is an ongoing, systematic cycle of evaluation, integrated planning resource allocation, implementation, and re-evaluation;
- The college's planning process uses data as its central focus to inform decisions;
- The college's planning process is clear to the college constituencies, so they understand each step in the process, and how each of the plans in the process informs each other plan;
- The process for human resource planning for classified personnel and administrators is done in a way that is evidence-based and integrated with institutional planning and program review; and that
- The college's planning process includes an evaluation of the effectiveness of the planning process; as well as the effectiveness of the programs and services involved.
Recommendation #2: In order to meet the Standard, and to adequately monitor salary and benefit expenditures and insure the institution practices effective oversight of finances, the team recommends that salary actions should first be reviewed for available and adequate funding prior to initiating the employment process. (III.D.2.d)
How we addressed Recommendation #1

Strengthened the Infrastructure for planning process

- Created Shared Governance calendar inclusive of all planning meeting dates/retreats (2012-13 used; 2013-14 used)
- College Planning Documents calendar
  - Includes deadlines for planning documents– shows how one is needed before the others as is demonstrated in the diagram
- Updated College Participatory Governance Agreement (2012)
  - Amendments in 2013-14 to include the Student Success Evidence Committee and to limit Taskforces to one year in duration.
- Updated/Clarified our Planning diagrams
  - Planning Document Flow (Slide 5); updated 2013-14
  - Shared Governance Structure (Slide 6)
  - Explanation of how we create our planning documents (Slide 7); updated 2013-14
- Updated Unit Planning forms to clarify budget integration into prioritization 2012-13
Planning Retreat August 24, 2012 to address integrating SLOs, Program Review (evidence/data), with budget into planning process.

- 2012-13: Follow-up visit, Visiting Team indicated that have to be at 100%
- 2012-13: April 2013, list of courses compiled and monitoring began
- 2013-14: Not at 100% for courses or programs
  - Approximately 98% Courses; Approximately 74% Program SLOs
- 2013-14: Completed 100% of ISLO cycle, including evaluation

Program Review

- 2012-13: Follow-up visit, Visiting Team indicated that have to be at 100%
- 2012-13: PRs not at 100% completion
- 2013-14: PRs not at 100% completion
Educational Master Plan completed and on time during 2012-13; in progress for 2014-17 (4 months late)

College Annual Plan completed and on time during 2012-13; late 2013-14 (3 months late)

Enrollment Management Plan not completed in 2012-13; completed during 2013-14 (as the plan for 2014-15) albeit 8 months late

Cluster Plans completed on time during 2012-13; however, in 2013-14 completed by 2 of the 3 clusters on time; One cluster 3 months late, causing delay of CAP and EMP

Annual Technology Plan— Not completed in 2012-13; not completed in 2013-14

HR Plan completed in 2012-13; Not completed in 2013-14. Delayed in January to accommodate a late cluster plan but best of intentions…
Los Angeles Harbor College Educational Master Plan (6 year Strategic; updated annually)

- Internal Scans
- External Scans
- Assessment (Course, Program, Institutional)
- Factbook
- Budget Allocation
- District Planning Documents

Annual College Plan

DATA

Program Reviews

Annual Unit Plans
All College Units
Functional Plans
Student Success
Enrollment Management
6 year Planned Offerings
Technology
Facility
Human Resources

Annual Cluster Plans
Academic Affairs
Student Services
Administrative Services

Approved:
Std. 1, Sept. 11, 2012
Ac Sen Sept. 20, 2012
CPC Sept. 24, 2012

Revised/Approved:
Std. 1, Dec. 4, 2013
CPC, Dec. 9, 2013
Ac Sen, Dec. 19, 2013
Clearance Advisory Committees:
Technology Advisory Committee
Human Resources Committee
Facilities Committee, Grants Committee
Planning at Los Angeles Harbor College is under the auspices of the shared governance structure and is overseen by the College Planning Committee (CPC). CPC has representation from all college constituents (students, staff, faculty, administrators) as well as Academic Senate/Union representation.

Program Review
In order to assess the effectiveness of its programs, the college conducts Program Review which incorporates evaluation of Student Learning Outcomes/SAOs.

Lead agents for Completing Program Review: Division Chair/Director of the Unit; and Dean(s)

Participants: faculty, classified, students, Advisory Boards (as applicable).

Approval Process: Vice President of Academic Affairs reviews the documents.

When: Annually in the Spring semester.

Factbook and External/Internal Scans provided by Institutional Effectiveness fall semesters.

Unit Plan
Unit Plans are developed within the respective units of each cluster, reflecting the planning priorities integrated with budget information.

Lead agents for developing the Unit Plans: Division Chair/Director of the Unit; and Dean(s)

Taskforce composition: Faculty, classified staff, students, administrators

Approval Process: Cluster Committee; CPC

When: Annually in the Fall semester.
Student Success Plans
There are two planning documents which deal with Student Success: a state report required by SB1456, and the college’s overarching Student Success Umbrella plan which may encompass state required elements.

**Lead agents for developing the Plans:** Dean of Academic Affairs and Dean of Student Services (assigned by the College president).

**Taskforce composition:** Co-Facilitators of the work groups within SSU, Faculty, classified staff, students, administrators.

**Approval Process:** CPC

6-Year Planned Offerings
To ensure the institution maintains academic program offerings in a rotation such that students can complete their degrees/certificates within 6 years, the academic departments complete 6-Year Planned Offerings. These documents are available to students on the website in the “Schedule” section so that they can plan out their educational plans.

**Lead agents for developing the 6-Year Planned Offerings:** Vice President of Academic Affairs; Dean of Academic Affairs responsible for Schedule

**Participants:** Division Chairs and faculty within the Division.

**Approval Process:** Once completed, the documents are uploaded onto the college website by the Scheduler

**When:** Annually in the Fall semester.

Enrollment Plan
To ensure the institution maintains academic program offerings and does so within the college’s budget allocation for instruction, the college completes an Enrollment Plan.

**Lead agents for developing the Enrollment Plan:** Vice President of Academic Affairs; Dean of Academic Affairs responsible for Schedule development.

**Participants:** Dean of Academic Affairs responsible for Program Review; Dean of Economic/Workforce Development; Scheduler; Faculty; Academic Senate representative; Supervisor Admissions & Records; Admin Services representative; Student Services representative; Dean of Institutional Effectiveness.

**Approval Process:** Academic Senate; CPC

**When:** Annually in the Fall semester.

Technology Plan
To ensure the college maintains currency and sufficiency with technological requirements, the college completes a Technology Plan.

**Lead agents for developing the Technology Plan:** Director of IT; Co-Chairs of Technology Advisory Committee

**Participants:** Technology Advisory Committee and ensuring representation from all three clusters

**Approval Process:** Academic Senate; CPC

**When:** Annually in the Spring semester.

Human Resource Plan
To ensure the college has a plan in order to meet the staffing needs and meets the fiscal obligations of staffing, the college completes a Human Resource Plan.

**Lead agents for developing the Human Resource Plan:** Vice President of Administrative Services and the Co-Chair for the Human Resources Committee

**Participants:** Human Resources Committee and ensuring representation from all three clusters

**Approval Process:** Academic Senate; CPC

**When:** Annually in the Spring semester.

Cluster Plan
The Cluster Plans represent the prioritization of planning activities integrated with budget considerations within the clusters of the college.

**Lead agents for developing the Cluster Plans:** Vice Presidents of the respective clusters.

**Participants:** Cluster committee members

**Approval Process:** Cluster Committee; CPC

**When:** Annually in the Fall semester.

College Annual Plan
The College Annual Plan establishes the college’s planning priorities to be funded for the year.

**Lead agent for developing the College Annual Plan:** CPC Co-Chairs, Vice Presidents, President

**Taskforce composition:** College Planning Committee (CPC)

**Approval Process:** CPC

**When:** Annually in CPC
Educational Master Plan

The Educational Master Plan serves an iterative function which begins and ends the planning cycle for the college. It is used at the start of the planning process to provide the framework for the Unit Plans, Cluster Committee prioritizations, College Annual Plan (college wide priorities); and serves as an end to the planning process by encompassing evaluation/assessment data.

*Lead agents for developing the EMP:* CPC Co-Chairs, Vice Presidents, President

*Taskforce composition:* CPC Co-Chairs, Vice Presidents, President, Dean of Institutional Effectiveness, Academic Senate President or designee, All Co-Chairs of CPC committees and Academic Senate Committees.

*Approval Process:* Academic Senate; CPC

*When:* Annually in the Spring semester.
Human Resources Plan 2012-13 completed

Fall 2011: Network analysis methodology to examine information flow of shared governance committees

Evaluation of planning process began Spring 2012

Evaluation activities continued in December and were reported at Planning Retreat in Jan. 2013


Evaluation of planning activities located on the college’s accreditation/planning website
Evidence of How We Addressed Recommendation #2

- Form created to obtain approvals *prior* to data entry of PCRs
  - 3 Positions were cancelled in 2012 when college realized no funding to pay for them
  - Compliance by every Cluster at the college needed to continue to address this recommendation in 2012-13
  - Model nor followed in 2013-14: Forms not used; positions hired without process; positions hired without budget
- 2012: Recommendation forwarded by Budget Committee to have all SFP/Categorical positions cover employee benefits; Recommendation proceeded to CPC, and then President
  - Increased oversight and control & Improves monitoring of expenses
  - Model not followed in 2013-14
- Recommendation that Staffing Committee (with renaming of Human Resources Committee) to become a “clearance committee” to ensure that positions have gone through college planning process integrating with budget allocation
Recommendation #2 continued

- Proposed Budget Timeline (mentioned in Recommendation #1)
  - Used in 2012-13; Not updated and used in 2013-14
- Emergency Budget Taskforce in 2012-13 created for
  - Better Oversight of expenditures & Eliminate potential deficit spending
- College Budget passed at Budget Meeting Aug. 21, 2012
- College Priorities for 2012-13 approved at College Planning Committee Meeting Aug. 20, 2012
- November 2012 procurement training at Harbor
- Meetings with budget managers regarding budget development, oversight, and accountability were held in 2012-13. Strategy not used in 2013-14
  - Reconciliation of accounts; accountability increased by budget managers done in 2012-13; Strategy not used in 2013-14
Expanding Accreditation Steering Committee

Co-Chairs of the Standards Teams to assist Ellen, Jim, and Yessie with evidence collection and verification of responses from standards teams meetings

- Not an honorary title; a VERY important role
- Address the evidence

Good news: most of the Actionable Improvement Items have been addressed over the past 3 years; but we need to address the Actionable Improvement Items (next slides)

Standards Teams have been reconstituted and membership lists will be circulated
What You Can do to Help:

1. Keep up the progress on SLOs, PSLOs, ISLOs, and Program Review.
   ACCJC defines cycle as:
   - Evaluation → Change → Evaluation

2. Attend meetings (PLEASE!!)
   a. Participatory governance only works when people participate
   b. Need to show broad engagement by all constituencies
   c. Read the agendas/minutes of CPC and Academic Senate

3. Support the College Planning Process by holding the college leadership accountable for following process and meeting deadlines
   a. Participate in Unit Planning process
<table>
<thead>
<tr>
<th>STD</th>
<th>IMPROVEMENT PLAN</th>
<th>OUTCOME MSMT</th>
<th>WHO</th>
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<tbody>
<tr>
<td>IIIC 1a</td>
<td>Establish the role of TAC as a ‘clearance’ committee in the college planning process, guaranteeing that IT-related planning and budget decisions made by planning committees are properly informed and coordinated.</td>
<td>Enforce the use of a form (referred to in the Planning Manual) to be signed off on by TAC and attached to all Unit Plans with Technology based requirements. If the signed form is absent, the activity/objective will be taken off of the Unit/Cluster plans. IT will assist in the design of the form.</td>
<td>TAC, Division Chairs, Deans/Program managers, VPs, IT support</td>
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<td>IIIC</td>
<td>Ensure that there is</td>
<td>Perform a needs analysis</td>
<td>Flex</td>
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<td>IIID</td>
<td>Actionable Improvement Items</td>
<td>Standard IIID</td>
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<td>Consolidate grants administration in the Office of Economic and Workforce Development to ensure that faculty members now on release time to administer grants may be back in the classroom for a substantial financial savings.</td>
<td>Increase of full-time teaching faculty in the classroom, thereby reducing expenditures.</td>
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<td>Dean of Economic &amp; Workforce Devmt., VP Academic Affairs, Division Chairs</td>
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<td>IIID 2b</td>
<td>Devise other clear and simple formats for displaying budget issues on the College Web site and for general campus use.</td>
<td>The college must devise clear and simple formats for displaying budget issues on the college website and for general campus use.</td>
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<td>Budget Committee; AVP Adm Services</td>
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<td>Fully Report CTE/EWD decisions to the Budget Committee so cost overruns that then must be charged against the general fund can be minimized. In seeing to this, the responsibilities of the Dean of Economic and Workforce Development must be clarified according to the Grants Policy and Procedures Manual as part of the overall planning process.</td>
<td>Procure funding for the position of a full-time Foundation director on a permanent basis.</td>
<td>Hire an Executive Director for the Foundation on a permanent basis.</td>
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<td>IVA4</td>
<td>All constituency representatives on the CPC will affirm the final document on a separate signature page to strengthen its credibility.</td>
<td>Signing the document at a CPC meeting; posting it on the website.</td>
<td>CPC; Academic Senate; Administration; Classified staff; Students.</td>
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**Actionable Improvement Items**

**Standard IVA4**
Actionable Improvement Items

- Each of the Standards Teams has been addressing the list for their standard over the past 3 years.
- Great progress has been made and much is to be celebrated
- Keep momentum
The Next 4 months are CRITICAL

- Completing overdue Program Reviews 100%
- Completing SLO cycles (evaluation-> change-> evaluation) 100%
- Completing our planning process as we say we do it
  - Meeting deadlines
  - Following processes for budget/positions
  - Completing all planning documents (aka Plans) and doing it on time
  - Continue with the evaluation which should inform next improvements
- Meet deadlines for vetting the Mid Term Report
  - Continue to compile evidence as it will be needed as we shift gears into Accreditation 2016 (Comprehensive Visit)— LACCD going to one cycle