Recommendation 1: The team recommends that the College review and revise as necessary the current instructional program review process for effectiveness in improving instructional programs based on District/College institutional research data (no program self-developed data) and that a key measure of program success be its response to discipline, cluster, and College developed SLOs. The team recommends that the review process should be completed with sufficient time to allow confirmation that the College has an operational and sustainable instructional review process as evidenced by completed program review cycles inclusive of all instructional programs. Further, the College program review policy and procedures should reflect the key and decisive role of the administration of the College in decisions effecting scheduling of courses and the continuance/discontinuance of programs (1B, 1B1, 1B3, 1B4, 1B5, 1B6, 1B7, IIA2, IIA2a, IIA2f, IIA6b, IVB.2).

Response:
The most current signed agreement of the Program Review and Policy and Procedures Manual (hereafter referred to as the 2003 PRPP Manual) was approved by the Academic Senate the College Planning Action Council (CPC) and is dated October 16, 2003. The actions taken as a result of the accreditation recommendations are described in the response that follows.

The first part of Recommendation 1 deals with reviewing and revising as necessary the current instructional program review process and the use of District/College institutional research data (no program self-developed data). The issue of using District/College institutional research data and not self-developed data is found in both Recommendation 1 and Recommendation 2. The source of data in program review is discussed in greater detail in the response to Recommendation 2.

The Academic Senate convened the Academic Senate Review Network (ASPRN) in 2006 and charged this group with evaluating each of the academic program review documents on the college website and presenting these evaluations to the division chairs for further action. ASPRN’s report of August 2006 identified some common areas of improvement over the program review and unit planning templates previously used, including: 1. the recommendations that program review include a team approach: Administrators, faculty, staff, students and the community; 2. the reviews include quantitative and qualitative data analyses to support findings of program strengths and weakness; and 3. the reviews strengthen the connection between data analyzed and student needs with program plans. The June 7, 2007 ASPRN report to the Academic Senate reported on this group’s effort to combine the two program review manuals previously approved by the College Planning Council (CPC) and the President. The goal of this task was to more closely match the language of the documents with the accreditation standards as currently written. Continuous dialogue between the Academic Senate and the Administration regarding revisions to the Program Review and Policies and Procedures is ongoing.
A part of Recommendation 2 deals with the timeliness of the review process to allow confirmation that the college has an operational and sustainable instructional review process as evidenced by completed review cycles inclusive of all instructional programs. The Academic Senate Program Review Committee developed a template entitled Program Review Report Feedback, read the program reviews submitted for accreditation and provided evaluative feedback on the instructional program reviews. The template for Behavioral Sciences dated May, 2006 is included as an example.

The last part of Recommendation 1 states, “College program review policy and procedures should reflect the key and decisive role of the administration of the College in decisions effecting scheduling of courses and the continuance/discontinuance of programs.” The Administration has a key and decisive role as delineated in Board Rules, Title 5, the AFT 1521 Agreement and the 2003 Program Review and Policy and Procedures Manual dated October 16, 2003 (the most recent signed agreement between College President Linda Spink and Senate President Susan McMurray.

This 2003 PRPP Manual and the Board Rules currently numbered as 6800, 6801, 6802, 6803 and 6803.10 are listed under their former numbers in the 2003 PRPP Manual (6708, 6709, 6710, 6711 and 6711.10). These Board Rules deal with the following:

- 6800 Course and Program Approval and Modification
- 6801 Program Review
- 6802 Vocational Program Biennial Review
- 6803 Viability Review
- 6803.10 Program Termination

The signed PRPP Manual includes a definition of an academic program, the procedures for Program Initiation and Program Revitilization or Discontinuance. New programs and the courses involved in the proposed new program must be recommended by the Curriculum Committee and approved by the Academic Senate and College President.

Program revitilization or discontinuance begins when the program review process indicates a program no longer successfully serves the purpose for which it was intended. Such findings for possible program discontinuance begin with the program revitalization process and formation of a Program Review Committee (hereafter referred to as the PR Committee) charged with the responsibility of devising a plan to modify the program and submitting its findings to the Academic Senate and College President for approval.

If the PR Committee finds the program no longer fulfills the college mission and goals or is prohibitively expensive pursuant to Board Rules 6711 Viability Review and 6711.10 Program Termination, Education Code 78015, and Title 5, CCR, 51022(a), the PR Committee may recommend to the Academic Senate that the program be discontinued. The Board Rule on Program Termination states, “The College President and College Academic Senate President shall make program discontinuance recommendations to the Board of Trustees for approval. The recommendation shall include a description of the viability review process and the reasons for the recommendation.”
With respect to a key and decisive role of the administration in effecting scheduling of courses, Article 12 Sections A through H of the AFT Local 1521 Agreement clearly state the role of the administration in fulfilling Article 12 of the contract. Article 12A states the departmental goal of maintaining an average class size of 34 at the first census, and Article 12B lists the conditions under which the average class size shall be reduced; the College President or designee has an unambiguous role in making recommendations under Part 3 of this Article 12B. Articles 12C, 12D, 12E, 12F and 12G clearly state the consultative and decisive role of the appropriate administrator and the faculty involved in scheduling. Depending on the Section involved, either the College President or Vice President of Academic Affairs represents the administration in the discussion. Likewise, the faculty is represented by the Department Chair and/or AFT Chapter Chair in discussing the various conditions of class size and low enrollment courses. The Sections of Article 12 and the content covered include:

12A  Goal of 34 average class size
12B  Conditions for reduction of average class size below 34
12C  President approves Departments exempted from average class size
12D  President ensures reasonable and consistent compliance of Article 12
12E  President or designee consults with the Department Chair to establish limits in excess of goal of 34 average class size
12F  Cancellation of class rests with the Vice President of Academic Affairs (VPAA) or designee and the Department Chair or faculty member involved
12G  Conditions for cancellation of an “advanced class” VPAA or designee. Consultation shall involve the President or designee, the AFT Chapter and the Academic Senate to determine “advanced classes” in this section.
12H  Right of Departments exceeding class size goals to schedule within parameters and scheduling of classes by the VPAA or designee in departments that do not meet the class size goal of 34 as stated in 12A.

In terms of scheduling courses Article 12 of the AFT Agreement clearly states the role of the administration, whether the President or VPAA.

Appendix

Board Rules ARTICLE VIII EDUCATIONAL COURSES AND PROGRAMS
   6800, 6801, 6802, 6803, 6803.10
AFT Bargaining Agreement Article 12 Sections A through H
Academic Senate Review Network Report to the Academic Senate August, 2006
Academic Senate Review Network Report to the Academic Senate June 7, 2007
ARTICLE VIII
EDUCATIONAL COURSES AND PROGRAMS

6800. COURSE AND PROGRAM APPROVAL AND MODIFICATION. The Chancellor, in consultation with the District Academic Senate, shall develop policies for the establishment and modification of courses and programs.

Title 5, CCR, 51022(a)

Adopted 06-11-03

6801. PROGRAM REVIEW.

1. The purposes of educational program review include:
   a. Defining and affirming excellent academic programs;
   b. Providing for a systematic program planning process;
   c. Reviewing the quality of instructional programs and courses;
   d. Fostering self-renewal and self-study of programs.

2. Program review shall link the college’s mission with the educational master plan, and department goals and educational objectives.

3. Each college shall, in consultation with its Academic Senate, develop policies and procedures for the review of all “educational programs”, as defined in Title 5, section 55000(b). At a minimum, this review will consider the following:
   a. MISSION – the relationship of the program to the mission of the college and the District;
   b. NEED – the need for the program;
   c. QUALITY – the overall quality of the program;
   d. FEASIBILITY – the feasibility of offering the program; and
   e. COMPLIANCE – the compliance of the program with all applicable statutory and regulatory requirements.

Adopted 06-11-03
VOCATIONAL PROGRAM BIENNIAL REVIEW. In addition to the program review standards, criteria, policies and procedures established pursuant to Board Rule 6801, each college’s vocational or occupational training programs (i.e., degrees or certificates with TOP codes identified as “vocational” in the Chancellor’s Office Taxonomy of Programs) shall be subject to a biennial review. This review of vocational programs shall determine whether the following conditions or criteria are met:

1. The program meets a documented labor market demand;
2. The program does not represent an unnecessary duplication of other vocational or occupational training programs in the area; and
3. The program is of demonstrated effectiveness as measured by the employment and/or completion success of its students.

This review of each of the college’s vocational or occupational training programs shall be scheduled once every two years, and shall include a review and comments from a local Workforce Investment Board. The college shall make written summaries of its biennial review findings available to the public.

Upon completion of the required biennial review of vocational programs, the college’s President and the Academic Senate President shall certify that the vocational programs reviewed meet the criteria listed above and forward this certification to the Chancellor. The Chancellor will then present to the Board of Trustees, as an information item, a list of programs reviewed and certified as meeting the requirements of Education Code section 78016.

If a College President and college Academic Senate determine that a program does not meet the above requirements, the college shall conduct a viability review in accordance with the procedures established under Board Rule 6803. The purpose of a viability review is to determine what measures, if any, should be taken to improve the program. If the program fails to meet the requirements of Education Code section 78016 and this Board Rule, the college shall, in keeping with the provisions of Board Rule 6803.10, consider the program’s termination.

EC 78016

Adopted 06-11-03
VIABILITY REVIEW. In addition to procedures for program review established pursuant to Board Rule 6801, each college shall, in consultation with its Academic Senate, develop procedures for initiating and conducting a viability review of "educational programs," as defined in Title 5, section 55000(b).

A program viability review may be conducted when the college determines, in accordance to procedures developed pursuant to this Board Rule, that an in-depth analysis, beyond that provided through program review, is necessary.

At a minimum the viability review procedures shall contain the following:

1. A definition of a viability review, which shall include, at a minimum; the current need for the program, the feasibility of continued support for the program, and expected program outcomes;
2. The factors that will trigger a viability review;
3. Identification of the individuals (by title) and college constituencies included in the process;
4. Procedures and criteria for information gathering;
5. Processes for conducting the review;
6. Procedures and rationale for developing recommendations, including program maintenance, modification or discontinuance.

Possible outcomes of a viability review may include, but are not limited to, recommendations on the following:

1. Program modification;
2. Program improvement;
3. Departmental reorganization;
4. Program initiation;
5. Program discontinuance.

Adopted 06-11-03

6803.10 Program Termination. In making a recommendation for program discontinuance, a viability review must consider the following:

1. The effects on students and student success if the program is discontinued;

Adopted 06-11-03
2. Provisions that can and should be made for students in progress to complete their training;
3. The impact that discontinuance of the program will have on the comprehensiveness and balance of offerings across the college curriculum and within the district;
4. How the program’s discontinuance would impact the educational and budget-planning process used at the institution;
5. How the program’s discontinuance affects the region;
6. The effects of the program’s discontinuance on transfer to four-year colleges and universities;
7. The effects of the program’s discontinuance on local business and industries;
8. The effects of the program’s discontinuance on faculty and staff.

The College President and College Academic Senate President shall make program discontinuance recommendations to the Board of Trustees for approval. The recommendation shall include a description of the viability review process and the reasons for the recommendation.

EC 78016, Title 5, CCR, 51022(a)

Adopted 06-11-03
2. Non-Classroom Faculty
   
a. **Compensatory Time Off.** Any non-classroom faculty member who agrees to work and is assigned by the College President or Vice Chancellor to perform necessary services during a holiday, vacation day, or day that is not part of his/her assignment basis will be allowed compensatory time off after the service has been rendered. Such time off must be during the same academic year in which the service was rendered and must be at a time approved by the President or Vice Chancellor; no substitute will be provided during the period of compensatory time off for non-classroom employees. The employee requested to work by administrator, supervisor or management may receive cash payment at the employee’s discretion in lieu of taking compensatory time for working on a holiday or vacation day. C basis counselors shall have the option to work two weeks prior to the start of the Fall semester and take compensatory time.

b. Counselors shall provide full staffing, on days other than holidays, for the first two weeks of classes of the Fall and Spring semesters, for one week before the start of classes of the Spring semester, and, if on D basis, for two weeks before the start of the Fall semester.

E. **Floating Vacation Day(s).** All full-time employees assigned to non-classroom teaching duties may elect, subject to the approval of the College President or Vice Chancellor, to take vacation days at a time other than when the vacation day is scheduled. These vacation days must be taken during the period of time such an employee is normally assigned.

F. **Holidays and Vacation Days During an Illness Leave.** Employees on illness leave on either side of a holiday/vacation day will not have the holiday/vacation time charged to illness pay allowances.

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**Article 12**

**Class Size**

A. Each department shall, as a goal, maintain an average class size of 34 students at the first census. In no way is this goal intended as a device for calculations related to a reduction of class offerings. Class offerings are determined by an array of data including but not limited to student demand, articulation agreements, graduation requirements, facility limitations, equipment limitations and others.

B. The average class size shall be reduced if:

1. State or Federal laws or regulations or accrediting agencies such as that for Allied Health (or Nursing) restrict the teacher-student ratio for classes offered by the department, or
2. The facilities of the department or number of work stations, or where equipment, supervision or safety requirements restrict the size of the classes, or
3. The Chancellor grants an exception based upon the recommendation of the College President or his/her designee.
C. Departments exempted from the average class size under Section B.2. shall have their new average class size approved by the College President in consultation with the AFT Chapter Chair. This information shall be provided to the AFT and the Office of Academic Affairs.

D. To ensure compliance with this Article, the President must take such steps as are reasonable and consistent with the terms and conditions of this Agreement.

E. The President or his/her designee, in consultation with the Department Chair, shall establish class section enrollment limits in excess of the average class size to ensure compliance with this Article and provide the information to the Office of Academic Affairs.

F. Responsibility for canceling classes because of low enrollment or low attendance shall rest with the Vice President of Academic Affairs or his or her designee, after consultation with the Department Chair or the faculty member involved, whenever reasonably possible. Except as provided in Section G, the Vice President may cancel a class for low enrollment at any time before the first class session if the number of students enrolled is fewer than fifteen. Similarly, the Vice President may cancel the class for low attendance at any time during the first two weeks of a standard academic semester (or the first 10% of the term-length for a class scheduled for a period that is shorter than a standard academic semester) if the number of students actually attending is fewer than fifteen.

G. The Vice President of Academic Affairs or his or her designee may cancel an "advanced class" for low enrollment at any time before the first class session if the number of students enrolled is fewer than eight. Similarly, the Vice President may cancel an "advanced class" for low attendance at any time during the first two weeks of a standard academic semester (or the first 10% of the term-length for a class scheduled for a period that is shorter than a standard academic semester) if the number of students actually attending is fewer than eight. The President, or his or her designee, and the AFT Chapter shall, after consulting with the college Academic Senate, determine which classes are "advanced classes" subject to this section.

H. Departments currently meeting or exceeding class size goals have the right to schedule their own classes within reasonable parameters established by the Vice President of Academic Affairs, or his or her designee, in consultation with the Department Chair. (Examples of such parameters include, but are not limited to, the need to strike an appropriate balance between day and evening class offerings, and the need to coordinate schedules among departments, where appropriate). Scheduling in departments not meeting class size goals shall be done with the approval of the Vice President of Academic Affairs or his/her designee.