ACCREDITATION 2004 SELF-STUDY PLAN SUMMARY

The planning process at Santa Monica College includes the annual review and revision of the *Master Plan for Education* and the College's institutional objectives, as well as an annual report to the college community on institutional performance as it relates to the fulfillment of the prior year's objectives. Central to the development of institutional objectives for the 2004-2005 academic year will be consideration of the recommended plans from each section of this accreditation self-study report. Some of the recommended plans coincide with 2003-2004 institutional objectives, and the College's performance relative to these will be included in the annual report prepared for the college community. The remaining self-study planning recommendations will be reviewed by senior administrative staff members and included as planning issues in the development of 2004-2005 objectives for major divisions of the College. (Of these numerous planning recommendations, the more narrow and specific ones are likely to become area implementation strategies in support of broad institutional objectives.) These objectives will be reviewed by the Collegewide Coordinating Council and considered in the development of 2004-2005 institutional objectives based upon the College's Vision, Mission, and Goals. Each area of the College will then develop appropriate specific objectives and implementation activities.

The following summary organizes the self-study planning recommendations according to the College's goals and indicates the area(s) of the College responsible for considering each planning recommendation in the development of institutional objectives.

GOAL 1: STUDENT SUCCESS

The College's learning environment will challenge, motivate, and support students. The College will use data on student outcomes to enhance educational programs and services.

Standard I: Institutional Mission and Effectiveness

✦ (IA.1) The Vice President of Academic Affairs, the Vice President of Student Affairs, and the Associate Vice President of Planning and Development will coordinate a systematic review to track the unintended effects of reductions in service (e.g., changes in persistence and graduation rates, degrees awarded, and availability of tutoring and counseling appointments) for use in future decision-making. (Academic Affairs, Student Affairs, Planning and Development)

✦ (IB.1) The Academic Senate President will lead an effort to define student learning outcomes and develop a plan for how the College will address the assessment of those outcomes. (Academic Senate, Academic Affairs, Planning and Development)

Standard II: Student Learning Programs and Services

✦ (IIa.1a) Academic and Student Affairs will review the interventions and strategies that have been pilot tested and will implement those that are feasible in the current economic environment. (Academic Affairs, Student Affairs)

✦ (IIa.1a) The Counseling Department, Office of Institutional Research, and the Academic Senate Joint Student Affairs Committee will study the effect of the newly adopted regulation applied to probationary and disqualified students and review the enrollment priority of first-time college students. (Student Affairs, Academic Affairs, Planning and Development)

✦ (IIA.1b and IIA.2d) The Office of Planning and Development will bring together the appropriate constituents to develop strategies to address the high probationary rate and include them in the College's application for federal Title V funding. (Planning and Development, Academic Affairs, Student Affairs)

✦ (IIA.1c, IIA.2f, and IIA.2g) The Academic Senate Joint Curriculum and Program Review committees will study the relationship between course objectives and student learning outcomes; provide guidelines for identification and development of student learning outcomes for courses, programs, certificates, and degrees; provide leadership in assessing student achievement of those outcomes; and study the relationship between student learning outcomes and assessment results, using the latter to make improvements. (Academic Affairs, Planning and Development)

✦ (IIA.1c, IIA.2f, and IIA.2g) The English and ESL departments, with the assistance from the Office of Institutional Research, will conduct a study to determine the value and validity of the common essay exam. (Academic Affairs, Planning and Development)

✦ (IIA.2h and IIA.2i) The Academic Senate Joint Curriculum and Program Review committees will study the relationship between course objectives and student learning outcomes; provide guidelines for identification and development of student learning outcomes for courses, programs, certificates, and degrees; provide leadership in assessing student achievement and appropriateness of those outcomes based on the success of certificate and degree recipients; and provide guidance in the revision of those outcomes when necessary. (Academic Affairs)

✦ (IIA.3a, IIA.3b, IIA.3c, and IIA.4) The Office of Academic Affairs will conduct a study to determine whether the current number of sections that meet the American Cultures requirement is sufficient to meet student need. (Academic Affairs)

✦ (IIA.3a, IIA.3b, IIA.3c, and IIA.4) The Vice President of Academic Affairs, Vice President of Student Affairs, and the Academic Senate President will ensure that department faculty and the Academic Senate Joint Curriculum and Program Review committees collaborate to address defining and articulating student learning

outcomes for the College's general education core curriculum. (Academic Affairs, Student Affairs, Academic Senate)

✦ (IIA.3a, IIA.3b, IIA.3c, and IIA.4) The Academic Senate Joint Curriculum Committee will formally undertake the discussion of identifying the most feasible alternative for ensuring that all graduates possess a specified level of information competency. (Academic Affairs)

✦ (IIA.5) The Academic Senate Joint Program Review and Occupational Education committees will establish a viable biennial program review process for vocational/occupational programs, taking into consideration industry standards and trends as well as employment data to ensure that the curriculum and programs provide students with the skills necessary for employment and employment retention. (Academic Affairs)

✦ (IIA.6b) The offices of Student Affairs and Academic Affairs will assess the effectiveness of the methods used in assisting students displaced by program discontinuance. (Student Affairs, Academic Affairs)

✦ (IIA.7b) The Vice President, Student Affairs will initiate a study to determine the cause(s) for the increase in discipline cases and recommend mitigation strategies. (Student Affairs, Planning and Development)

✦ (IIB.2) Academic Affairs and Student Affairs will rethink the organization and content of the college catalog—in both its printed and online formats—and review and revise, as appropriate, the annual process for updating information. (Academic Affairs, Student Affairs)

✦ (IIB.3b) The Office of Student Life will work with the Office of Institutional Research to assess the affective gains of students who participate in student life on campus. (Student Affairs, Planning and Development)

✦ (IIB.3c) The Offices of Student Affairs and Academic Affairs will evaluate the impact of the SCORE Program on student academic performance and retention and explore ways to apply this approach to other groups of students. (Student Affairs, Academic Affairs)

✦ (IIB.3c) The Office of Student Affairs will evaluate the impact of the Student Success Project Probationary Student Orientation implemented in Summer 2003. (Student Affairs)

✦ (IIB.3e) The Assessment Center will complete a second disproportionate impact study for English, ESL, and mathematics tests. (Student Affairs)

✦ (IIB.3e) The Assessment Center will conduct a criterion-related validity and a predictive validity study of current ESL cutoff scores to improve placement accuracy. (Student Affairs)

✦ (IIB.3e) The Offices of Student Affairs, Academic Affairs, and Institutional Research will conduct a comprehensive study to assess the relationship between assessment scores, placement, student retention, persistence, and success. (Student Affairs, Academic Affairs, Planning and Development)

✦ (IIB.4) The Office of Student Affairs will devise a plan to systematically disseminate research findings and strategies related to the use of student services. (Student Affairs)

✦ (IIB.4) The Office of Student Affairs will define student learning outcomes expected of students as a result of accessing student services. (Student Affairs)

✦ (IIC.1) The academic departments will address the cross-discipline tutorial needs for course-related assignments (e.g., nursing students needing math tutoring, history students needing writing assistance). (Academic Affairs)

✦ (IIC.1) Tutoring Coordinators will investigate means of dissemination of tutoring information to all students and faculty. (Academic Affairs)

✦ (IIC.1) The College will implement the Collegewide Coordinating Council recommendations related to tutoring, when feasible. (Academic Affairs)

✦ (IIC.1) The College will appropriately staff and organize the tutoring labs when the budget improves. (Academic Affairs, Human Resources)

✦ (IIC.1) The College will offer Education 7 for prospective tutors. (Academic Affairs, Student Affairs)

✦ (IIC.1) The Academic Senate Joint Information Services Committee will develop a set of weighted criteria to aid in evaluating prospective learning management systems in the future. (Academic Affairs, Information Technology)

✦ (IIC.1b) The Academic Senate Joint Curriculum Committee will address if and how Information Competency will be included in graduation requirements. (Academic Affairs)

✦ (IIC.2) The Library will conduct regular user surveys as an aid to refining and planning library services. (Academic Affairs)

GOAL 2: ACADEMIC EXCELLENCE

The College will uphold its tradition of academic excellence and innovation centered on a strong core of classified staff, faculty, and administrators. All are dedicated to the life-long development of individual skills and competencies.

Standard I: Institutional Mission and Effectiveness

✦ (IB.3 and IB.5) In addition to posting research results to the College's website, research findings will be shared through a wider variety of venues, such as professional development workshops. (Planning and Development)

✦ (IB.3 and IB.5) The Office of Planning and Development will develop a feedback loop from the users to the research office to determine how the information was used and that the information provided was effective for the user's purposes. (Planning and Development)

Standard II: Student Learning Programs and Services

✦ (IIA.1b and IIA.2d) The Academic Senate Joint Distance Education Committee will administer a faculty survey and develop an evaluation for the selection of course delivery systems that meet compliance standards. (Information Technology, Planning and Development, Student Affairs)

✦ (IIA.2a, IIA.2b, and IIA.2e) The Academic Senate Joint Program Review and Occupational Education committees will exert pressure toward compliance with regard to biennial evaluation of occupational programs. (Academic Affairs)

✦ (IIC.1) The College will address Library staffing and increase the materials budget as soon as fiscally possible. (Academic Affairs, Human Resources, Business and Administration)

✦ (IIC.1) The Academic Senate Joint Information Services Committee will administer the recently developed eCompanion survey for faculty to evaluate the effectiveness, ease of use, and overall quality of the eCompanion service and to determine the reason for decrease in usage of course management software. (Information Technology, Academic Affairs)

✦ (IIC.1b) The Library staff will provide information competency training to tutoring coordinators, academic computing instructional specialists, and computer lab personnel so that they can provide better assistance to students in conducting Internet and database searches. (Academic Affairs)

✦ (IIC.1b) The Librarians will promote the curriculum development room as a venue for collaboration between discipline instructors and Library faculty to cre-

ate assignments that will help develop students' information competency skills. (Academic Affairs)

✦ (IIIC.1b) The District will restore the Technology Training program when it becomes feasible to do so. (Information Technology)

✦ (IIC.1c) Library staff will develop strategies for informing faculty and students of the full range of library services available. (Academic Affairs)

✦ (IIC.1c) The College will study the feasibility of developing online LRC resources. (Academic Affairs, Information Technology)

Standard III: Resources

✦ (IIIA.1a) The Academic Senate Joint Personnel Policies Committee will review and revise the administrative regulation addressing the selection of part-time faculty. (Human Resources, Academic Affairs)

✦ (IIIA.1b and IIIA.1c) Human Resources will conduct workshops to train faculty and administrators in evaluation techniques and procedures. (Human Resources)

✦ (IIIA.1b and IIIA.1c) The District and the collective bargaining units will review and consider modification of the current evaluation forms for classified employees and faculty to incorporate more focused evaluation criteria, including achievement of student learning outcomes. (Human Resources, CSEA, Faculty Association)

✦ (IIIA.1b and IIIA.1c) The Academic Senate Joint Personnel Policies Committee will develop an evaluation process for department chairs. (Human Resources, Academic Affairs, Student Affairs)

✦ (IIIA.1b and IIIA.1c) Human Resources will collaborate with Management Information Systems to ensure that the administration of student evaluations and the compilation and distribution of the resulting data correspond appropriately to the timetables for peer evaluations. (Human Resources, Information Technology)

✦ (IIIA.2) The Collegewide Coordinating Council and the Budget Committee will develop scenarios and recommendations for the Superintendent/President to provide options for meeting or deferring the Fall 2004 AB 1725 Full-Time Obligation. (All)

✦ (IIIA.5a) The College will address staff technology training needs more comprehensively when the budget improves. (Human Resources, Information Technology)

✦ (IIIA.6) The Academic Senate Joint Program Review Committee will include in its process a review of program staffing patterns to identify areas of concern re-

garding the allocation of resources. These findings will be included in the committee's annual report to the Collegewide Coordinating Council. (All)

✦ (IIIA.6) Human Resources will ensure that future contracts for grant-funded academic administrators do not include retreat rights to probationary faculty status. (Human Resources)

GOAL 3: COMMUNITY OF MUTUAL RESPECT

The College will be exemplary as a diverse community of mutual respect—a community characterized by respect for the individual, free exchange of ideas, broad collaboration, and participation in college governance.

Standard I: Institutional Mission and Effectiveness

✦ (IA.4) The Superintendent/President will communicate the rationale for and relationship of decisions to the college mission, goals, and objectives, when those decisions differ significantly from formal recommendations forwarded by collegewide planning bodies. (Superintendent/President)

✦ (IB.2 and IB.4) Minutes will be kept of all Collegewide Coordinating Council meetings. Agendas and minutes will be posted on the committee's website, and representatives will report important outcomes to their respective groups. (All)

✦ (IB.2 and IB.4) Major recommendations made by the Collegewide Coordinating Council will be posted on the committee website. (All)

✦ (IB.2 and IB.4) The Collegewide Coordinating Council chair will ensure that a regular meeting pattern is maintained and that when members cannot attend, they send substitutes to represent them. (All)

✦ (IB.2 and IB.4) The Collegewide Coordinating Council will complete a self-evaluation of its membership, structure, agenda development process, leadership, and meeting schedule, and make changes as necessary. (All)

✦ (IB.3 and IB.5) Communications from the Office of Institutional Research will be designed to be as user-friendly as possible, with the recognition that many people are not trained in the analysis and interpretation of statistics. (Planning and Development)

Standard III: Resources

✦ (IIIA.1d) Classified employee organizations will develop a code of ethics for classified employees. (Classified Senate, CSEA)

✦ (IIIA.1d) The District will work with the collective bargaining units to approve and implement a Computer and Network Use Policy. (Human Resources, Information Technology, CSEA, Faculty Association)

✦ (IIIA.3a and IIIA.3b) Human Resources will ensure administrative regulations pertaining to personnel are posted on the District's website and that printed copies are distributed to each college department. (Human Resources)

✦ (IIIA.3a and IIIA.3b) The Superintendent/President will investigate the circumstances surrounding the irregular participation of administrators on the Academic Senate Joint Personnel Policies Committee and address the issue. (All)

✦ (IIIA.5a) Classified organizations will address issues of representation on the Academic Senate Joint Professional Development Committee. (Classified Senate, CSEA)

✦ (IIIB.2a) The Collegewide Coordinating Council will develop strategies to better communicate facilities planning and funding information. (Business and Administration)

✦ (IIIC.1c) The collective bargaining units for faculty and staff will complete their evaluations of the proposed Computer and Network Use Policy, so that a mutually agreeable policy can be established. (CSEA, Faculty Association, Information Technology)

✦ (IIID.1a) The College will evaluate the dissemination of fiscal planning information and clarify roles of individuals and groups in the planning process. (All)

✦ (IIID.1b) The Budget Committee will increase opportunities for college constituencies to provide input to the budget planning process. (All)

✦ (IIID.1d) Constituent groups will be encouraged to include links on their websites to collegewide committee agendas, minutes, and related documents. (All)

✦ (IIID.1d) Planning committee representatives will develop strategies for increasing communication back to their respective groups and create opportunities for representatives to gather feedback and suggestions during the planning process. (All)

✦ (IIID.2b) Business Services areas will develop steps for ensuring that users are apprised of the status of requests and submissions (purchase orders, budget amendments, etc.) in a timely manner. (Business and Administration)

✦ (IIID.2b) Beginning with the June 2003 audit, the College will send a copy of each annual financial audit to the Associated Students leadership. (Business and Administration)

✦ (IIID.2g) The College will create an internal tracking and response system for various fiscal processes to enable requestors to monitor activity. (Business and Administration)

✦ (IIID.2g) Business Services will provide training on appropriate functions of the PeopleSoft system to a wider internal population to enhance understanding and usability of the system. (Business and Administration)

Standard IV: Leadership and Governance

✦ (IVA.1, IVA.2, and IVA.3) All college constituencies will work together to determine the best strategies to address the problems of trust and morale and implement them. (All)

✦ (IVA.1, IVA.2, and IVA.3) All college constituencies will work together to determine better ways of sharing information in a timely fashion to aid in decision-making. (All)

✦ (IVA.5) The Superintendent/President, in consultation with the senior administrative staff and constituent group leaders, will develop a global evaluation process for the College's governance and decision-making structures and processes. (All)

✦ (IVB.1a, IVB.1b, and IVB.1c) Facilities planning will include consideration of a Board meeting venue that is more accommodating to public participation. (Business and Administration)

✦ (IVB.1a, IVB.1b, and IVB.1c) The District and CSEA will develop a mutually agreeable way to address the issues related to SB 235. (Human Resources, CSEA)

✦ (IVB.1a, IVB.1b, and IVB.1c) The Board will re-evaluate the effectiveness of the Board Dialogs and use this information to devise formats for future interaction with college constituent groups. (Board of Trustees)

✦ (IVB.1a, IVB.1b, and IVB.1c) The District will review the timelines for posting Board agendas, balancing the public desire for a longer posting period with the time requirements for producing agendas that are as complete and accurate as possible. (All)

✦ (IVB.1a, IVB.1b, and IVB.1c) The Associated Students will formally define the role of the Student Trustee in its Constitution. (Associated Students)

✦ (IVB.1d and IVB.1e) The District will distribute printed copies of the revised Board Policies to all administrative and department offices and to the leaders of college constituent groups. (Superintendent/President's Office)

- ✦ (IVB.1f, IVB.1g, and IVB.1h) The Board of Trustees will consider revising its self-evaluation policy to ensure that the specific criteria are clear to the public. (Board of Trustees)

- ✦ (IVB.1f, IVB.1g, and IVB.1h) The Board of Trustees will revise its Code of Ethics to include a clear policy for dealing with code violations. (Board of Trustees)

- ✦ (IVB.1f, IVB.1g, and IVB.1h) The Board of Trustees will consider revising the trustee orientation process in light of the comments of the more recently elected or appointed Board members. (Board of Trustees)

- ✦ (IVB.2a and IVB.2b) The Superintendent/President's office will enhance the Administrative Organizational Chart posted on the College's website by developing a means of delineating the responsibilities and functions of the various positions. (Superintendent/President's Office)

- ✦ (IVB.2a and IVB.2b) The Collegewide Coordinating Council will adopt a formal process for its meetings, whereby procedures are developed for putting items on the meeting agenda, agendas are provided in advance of the meeting, minutes are kept and posted on the committee website, a recognized procedure for taking action is defined, and an effective liaison relationship with the Budget Committee is implemented. (All)

- ✦ (IVB.2a and IVB.2b) Members of the Budget Committee will work collaboratively to resolve the credibility gap between various sources of information regarding the financial state of the College. (Business and Administration)

- ✦ (IVB.2c) The college community will explore new avenues to resolve conflicts over the interpretation and implementation of statutes, regulations, and policies. (All)

GOAL 4: EFFECTIVE USE OF TECHNOLOGY

The College will promote access to technology and will use technology to achieve its goals.

Standard I: Institutional Mission and Effectiveness

- ✦ (IA.2) The Superintendent/President's Office will ensure that the current versions of the Vision, Mission, and Goals statements are posted to the website. (Superintendent/President's Office)

Standard II: Student Learning Programs and Services

✦ (IIA.2a, IIA.2b, and IIA.2e) The Academic Senate Joint Curriculum Committee will implement the web-based course submission process to facilitate the review and evaluation of new and revised courses. (Academic Affairs, Information Technology)

✦ (IIB.1) Student services staff will expand the use of technology as a means of assuring quality and accessibility to services, regardless of location. (Student Affairs, Information Technology)

✦ (IIB.3c) The Counseling Department will create an online version of the existing Counseling Department Policies and Procedures Manual. (Student Affairs)

✦ (IIB.3f) Enrollment Services will provide a website for faculty and staff on FERPA regulations. (Student Affairs)

✦ (IIB.3f) Enrollment Services and Management Information Systems will work together to establish guidelines for the centralization of records back-up information. (Student Affairs, Information Technology)

✦ (IIC.1) Library staff will work with the Academic Senate Joint Information Services Committee to develop a plan to upgrade and replace all 250 computers in the Library on a regular basis. (Academic Affairs)

✦ (IIC.1c) The college webmaster, using recently acquired InFocus software, will screen all Santa Monica College websites for accessibility compliance. (Information Technology)

✦ (IIC.1d) The District Technology Committee will review the current technology maintenance and cascading plans and recommend appropriate adjustments. (Information Technology)

Standard III: Resources

✦ (IIIA.3a and IIIA.3b) Human Resources will develop strategies and procedures to mitigate the increased security risks created through electronic transmission of documents. (Human Resources)

✦ (IIIC.1a) The District Technology Committee will reassess technology procurement and development processes. (Information Technology)

✦ (IIIC.1b) The Information Technology departments will complete the online Tech Knowledge Center and make it available to the college community. (Information Technology)

✦ (IIIC.1c) Information Technology will formalize a security manual to define an internal operational security policy and ensure the implementation of the policy. (Information Technology)

✦ (IIIC.1c) Information Technology will work with Human Resources and the Personnel Commission to implement the restructuring of the Information Technology departments. (Information Technology, Human Resources, Personnel Commission)

✦ (IIIC.1d) The District will examine ways to budget for the maintenance of the information technology infrastructure, including maintenance agreement renewals and equipment replacement costs that are predictable and independent of the individual operating budgets of the Information Technology departments. (Information Technology, Business and Administration)

✦ (IIIC.2) The District Technology Committee will include measurable outcomes for each objective in the *Master Plan for Technology* to facilitate evaluation of the plan's effectiveness. (Information Technology)

✦ (IIIC.2) The District will continue to support statewide efforts to develop concrete benchmarks for technology services and staffing for administrative and student services computing, similar to those that have already been adopted for the support of instructional computing. (Information Technology)

✦ (IIIC.2) The Collegewide Coordinating Council will conduct a self-evaluation of its relationship to and interaction with the District Technology Committee and the Academic Senate Joint Information Services Committee to improve the integration of technology planning with institutional planning. (All)

✦ (IIID.2b) The College will develop strategies for ensuring that data stored on the PeopleSoft, Human Resources, and ISIS systems are consistent and accurately reflect activity and allocations. (Information Technology, Business and Administration, Human Resources)

Standard IV: Leadership and Governance

✦ (IVB.1d and IVB.1e) The District will post on the college website all revised administrative regulations, along with the current version of those that have not yet been updated. (All)

GOAL 5: COMMUNITY PARTNERSHIPS

The College will develop public/private partnerships to meet the educational needs of our community, ensure financial viability, and promote employment of our students and alumni.

Standard II: Student Learning Programs and Services

✦ (IIA.1b and IIA.2d) When the College re-enters a growth mode, it will develop Extension courses that focus on career development needs and coordinate efforts with related academic departments. (Planning and Development)

✦ (IIA.1b and IIA.2d) The College will consider reactivating the dual enrollment program, when fiscal conditions permit. (Academic Affairs, Student Affairs)

Standard III: Resources

✦ (IIIC.1c) Information Technology will assess the possibility of integrating County Peoplesoft data with WebISIS and designing an in-house Information Technology asset tracking system to record all the hardware, software deployment, and cascading changes. (Information Technology, Business and Administration)

Standard IV: Leadership and Governance

✦ (IVB.2d) The District will effectively and realistically project and budget for the anticipated costs of plant expansion, acquisitions, and property development, including the increased operating expenses these generate. (Business and Administration)

✦ (IVB.2d) The college community will investigate additional sources of revenue enhancement. (Business and Administration, Planning and Development)

✦ (IVB.2e) The Director, Community Relations will assess the community's expectations of Santa Monica College and lead efforts to further enhance the College's function as a cultural center for the community. (Public Programs)

GOAL 6: SUPPORTIVE PHYSICAL ENVIRONMENT

The College will acquire, plan, develop, and maintain facilities and equipment to provide the best possible educational environment and promote the use of sustainable resources.

Standard II: Student Learning Programs and Services

✦ (IIB.3b) The Office of Student Life and the Associated Students will develop a plan to redesign the second floor of the Cayton Center to include a space for activities, speakers, and other entertainment. (Student Affairs)

✦ (IIC.1) The College will review the Information Technology Department's recommendation that computing labs, academic computing staff, and servers be centralized. (Academic Affairs, Information Technology, Business & Administration)

Standard III: Resources

✦ (IIIB.1a and IIIB.2b) The Collegewide Coordinating Council will develop mechanisms for ensuring more widespread participation in facilities planning. (Business and Administration)

✦ (IIIB.1a and IIIB.2b) The Facilities Department will complete standardization documents for materials, fixtures, and finishes to be used in all construction projects. (Business and Administration)

✦ (IIIB.1b) The College will set priorities and develop a plan for hiring appropriate maintenance staff when the budget improves. (Business and Administration, Human Resources)

✦ (IIIB.1b) New buildings will incorporate sustainable design techniques, with the goal of furthering environmental quality. (Business and Administration)

✦ (IIIC.1d) The District Technology Committee will examine the feasibility, efficiency, cost benefits, and impact upon technology usage of moving forward with a plan for centralizing student computing facilities. (Information Technology, Academic Affairs)

ALL GOALS

Standard I: Institutional Mission and Effectiveness

✦ (IB.2 and IB.4) The Collegewide Coordinating Council will develop measurable institutional objectives, assign responsibility for them, and articulate and adhere to an assessment protocol. (All)

✦ (IB.2 and IB.4) The Collegewide Coordinating Council will meet during the winter and summer intersessions, as well as during the regular fall and spring semesters. (All)

✦ (IB.2 and IB.4) The College will clearly delineate and communicate the scope of the Collegewide Coordinating Council's responsibilities and its role in college planning. The Collegewide Coordinating Council will also clarify its relationship with other planning entities (i.e., Budget Committee, District Technology Committee, Academic Senate joint committees, departmental structures). (All)

✦ (IB.3 and IB.5) When more resources are available, the Collegewide Coordinating Council will develop a plan for re-establishing a robust research arm of the College. (Planning and Development)

✦ (IB.3 and IB.5) The Office of Planning and Development will create a process for identifying research priorities for the future. (Planning and Development)

✦ (IB.6 and IB.7) The Superintendent/President will ensure that the College develops a formal, overt assessment of its planning and evaluation structure and processes. (All)

Standard III: Resources
✦ (IIIA.1a) The Personnel Commission will complete the Hay Study, and the College will implement the resulting recommendations when and where possible. (Human Resources, Personnel Commission)

✦ (IIIA.1b and IIIA.1c) Human Resources will address the issues of inconsistency in the evaluation of classified managers. (Human Resources)

✦ (IIIA.2) The Collegewide Coordinating Council will develop recommendations for addressing support staff needs as the College prepares for re-growth. (All)

✦ (III.A6) The Collegewide Coordinating Council will act upon the 2003-2004 institutional objective to "develop criteria for assessment of classified staffing needs." (All)

✦ (IIID.1b) The College will improve the use of available data in developing budget projections. (Business and Administration)

✦ (IIID.1c) The Business Services office will develop and test a series of budget models for projecting revenue and expenses. (Business and Administration)

✦ (IIID.1c) The Human Resources and Business Services offices will collaborate to ensure consistency of information between the personnel and payroll systems. (Human Resources, Business and Administration)

✦ (IIID.1d) The Superintendent/President will clearly delineate planning committee processes, timelines, and roles. (All)

✦ (IIID.2c) The College will rebuild the reserve to better protect the institution against mid-year cuts and under-projected revenue. (Business and Administration)

✦ (IIID.2g) Business Services will make loading and distributing budgets in a timely manner a priority. (Business and Administration)

Standard IV: Leadership and Governance

✦ (IVA.1, IVA.2, and IVA.3) The Collegewide Coordinating Council will complete the 2003-2004 institutional objective calling for an examination of suitable structures for planning. Upon completion of the objective, the Council will evaluate what written expressions of authority for it and other district committees would best serve planning and decision-making. (All)

✦ (IVB.1j) The Board of Trustees will consider revising the evaluation process for the Superintendent/President to make the criteria more specific and the accountability factors more transparent. (Board of Trustees)

✦ (IVB.2a and IVB.2b) The Collegewide Coordinating Council will further develop the planning process to ensure that the Vision, Mission, and Goals reflect the shared values and priorities of all constituencies. (All)

✦ (IVB.2a and IVB.2b) The Superintendent/President will involve college constituencies in an organizational study to determine whether the College's administrative and management structure is appropriate. (All)