

March 6, 2013

To: Ms. Deborah Ikeda, Chair
Ms. Kelly Fowler, Assistant)
Accreditation Visiting Team Members

Cc: Dr. Barbara Beno, Executive Director, ACCJC

From: Wes Bryan, President

Re: Developments since the completion of the Self Evaluation Report

The purpose of the memo is to provide updates on major components of the College's work since the completion of the Golden West College Self Evaluation Report 2011-12 and to provide some additional relevant information and evidence.

Responses to Previous Team Recommendations. **(Addendum 1.0)**

Standard 1. Institutional Mission and Effectiveness

- Updated Key Performance Indicators Report with 2011-12 data **(Addendum 1.1)**
- Began a process through the existing Core Planning Structure to define Institution-set standards for student achievement as defined by the ACCJC. The process was initiated in the College Planning and Budget (P&B) Committee. Core planning groups, Institutional Effectiveness Committee (IEC), Instruction and Student Support Planning Team (ISSPT), and the Academic Senate, were sent baseline figures for each measure and tasked with drafting recommended Institution-set standards. The recommendations are to be forwarded back to P&B for final determination. **(Addendum 1.2)**
- New and greatly improved trend data for instructional program review that utilizes Argos' robust dynamic cube technology and expands the domain to include District-wide comparison data. Much of this data was used to feed the College's and the District's Key Performance Indicator Reports. The new cubes allow the user to explore more than 30 dimensions of their program, courses, and students. Currently, there are three different cubes that present categories of data for 'Enrollment and Productivity', 'Student Success', or 'Degrees and Certificates'. The first two cubes allow the user to disaggregate the enrollment and student success data by course attributes (e.g., method of instruction; transfer, basic skills, and vocational status) as well as student demographics (i.e., age, race/ethnicity, gender). Programs can see their data over five years and in comparison to other programs at the College or within the Coast District (Orange Coast and Coastline Colleges). **(Addendum 1.3)**
- Assessment, Evaluation and Planning. One of the key needs and priorities district-wide is to develop a robust infrastructure for data mining, analysis and reporting in order to support informed evaluation, decision making and planning in areas related to enrollment management, scheduling, course and program development, student success, resource allocation, room utilization, faculty loads, and accreditation. In building this new infrastructure the goals have been to provide comprehensive, online, flexible and fully accessible structures that include data for all three colleges, multi-year trends and give the users the ability to build their own reports without the need for constant reliance on IT or research staff. The other important goal has been to reduce the duplication of effort across the three colleges and the district office whose staff were creating the same reports and analyses multiple times every year.

- District-wide Annual Institutional Effectiveness Report 2011-12. A key factor in ensuring educational quality is conducting an ongoing assessment of the District's effectiveness. Assessment gauges past performance and identifies areas for future improvement and growth. The District Educational Services and Technology, in collaboration with the college researchers, developed the first district-wide annual institutional report in November 2012. The report is divided into four major areas related to the District's and Coast Colleges' mission, goals, functions, and resources: Student Learning, Achievement and Development; Student Outreach and Responsiveness to the Community; Faculty, Staff and Administrators/Managers; and Fiscal Support.
The report is available online on the District Office web site at <http://www.cccd.edu/about/default.aspx>
- District Office Program Review. In order to enhance evaluation, planning and budgeting, the District Office is in the process of developing and implementing program reviews for District Office units. In Spring 2013, the program review components and process will be finalized for implementation in Fall 2013 to inform the budget development for 2014-15.

Standard 2. Student Learning Programs and Services

- Draft College Accreditation Status Report on SLOs Implementation **(Addendum 2.1)**
- District-wide reorganization of student Financial Aid. Since May 2012, District Office and college staff from Financial Aid, Admissions and Records, Fiscal Services, and Educational Services and Technology, through a Business Process Analysis for Financial Aid, started to identify processes and systems that need to be changed in order to improve the service to our students and the efficiency and effectiveness of our operations. As a result of this work, the District as a whole was ready to shift towards a new structure for financial aid services.

Effective February 14, 2013 a core district-wide back office support team, located at the District Office, was established to provide back office support for financial aid at all three colleges and work closely with Educational Services and Technology and District Fiscal Services. The establishment of the core district-wide back office support team was done to ensure more consistent, faster and efficient processing of financial aid, more timely resolution of technical issues by working more closely with District Fiscal and Information Technology staff and better use of our intellectual capabilities and human resources. The core team deals with back office functions and operations as they do in the current structure but, rather than performing these tasks for students from only one college, work together and serve students district-wide.

Direct face-to-face support continues to be located at each college. The financial aid specialists work with students specific programs (such as Federal Work-Study, Cal Grants, Chaffey Grants) and report to a financial aid supervisor or director, same as they did prior to the re-organization. The college financial aid supervisor or director reports to the respective college dean, same as did in the past. **(Addendum 2.2)**

Standard 3. Resources

- Passage of \$700M Measure M facilities General Obligation Bond **(Addendum 3.1)**
- Completed and posted the newly revised Technology Plan **(Addendum 3.2)**
- Improvements of Business Processes, Operations and Support Services and Several Major District-wide Information Technology Projects. Several major business process analyses (BPA) have been undertaken starting in May 2012 encompassing financial aid, fiscal services and human resources. As a result of these analyses, the four district sites (District Office, Orange Coast College, Golden West College, and

Coastline Community College) have embarked in significant implementation of available technological systems that were not utilized or new systems that will have a positive impact in streamlining processes and improving the service to our students and the efficiency and effectiveness of our operations.

The business process analysis for financial aid led to embarking on the implementation of the Banner Student Accounts Receivables module for awarding and disbursing financial aid (existing system but not utilized for this purpose). The implementation is well under way and on track with targeted completion in August 2013.

The review of fiscal services led to the decision to start implementation of the Banner Grants Module for administration and tracking of all grants. This implementation will start in July 2013.

The review of human resources led to the following decisions:

- Implement Banner's Faculty Load and Compensation (FLAC) – starting in July 2013 with an expected go-live in November 2013 for spring 2014.
- Implement Salary Planner
- Start using Banner's Health and Safety functionality
- Start using Banner for Benefit tracking
- Start using Banner to track special training
- Perform a BPA for "on-boarding" new hire processing; starting from recruitment through employee account set up.

In April 2012, the Presidents' Council – led by the Chancellor and composed of the three college Presidents and the three Vice Chancellors – approved starting the implementation of DegreeWorks.

Currently there is no comprehensive electronic degree audit and student educational plan at the three colleges in the district. Student education plans (SEPs) are created manually by counselors in paper form and maintained in paper format. Because SEPs require that the student meet with a counselor to create an SEP, many students do not have one. Because SEPs are not entered in Banner or in other online system, students and staff experience frustration in their ability to identify which version is the most recent. For example, SEPs are required for financial aid purposes to verify satisfactory academic progress. The financial aid offices do not have access to the paper-based SEPs stored in file cabinets in counseling. Students are asked to bring in a copy of their most recent SEP which the student may not have readily available.

The lack of systematic SEPs for all students and the lack of a degree audit system have hampered the ability to schedule based on the actual needs of students thus reducing the ability of the colleges to build a schedule that helps students achieve their educational goals based on an evidence, data-driven method of scheduling.

DegreeWorks provides a comprehensive set of web-based academic advising, degree audit, and transfer articulation tools to help students and their advisors negotiate the institution's curriculum requirements.

Robust academic planning tools and real-time counseling capabilities help advisors provide consistent and meaningful direction to students. Transfer articulation support helps staff and students determine how coursework from other institutions is assessed and applied at yours. Students receive the academic advice they need to succeed and advisors gain new capabilities to help them counsel their students more successfully.

DegreeWorks is a fully integrated complement to Ellucian's Banner student information system.

With DegreeWorks we will be able to provide:

- Real-time advice and counsel to students
- Interactive “what if” scenario planning
- More transparent course and credit transfer
- More personalized advising
- More timely degree certification
- Better retention and improved transfer recruitment

The implementation of DegreeWorks started in July 2012 and is on track for piloting during summer 2013 and going live in August 2013. The DegreeWorks implementation team is composed by faculty and staff from the three colleges and the District Office and is coordinated by the Vice Chancellor for Educational Services and Technology.

In terms of infrastructure, the District is embarking in a major project to consolidate both physical and functional common district-wide network services. The consolidation will provide efficiencies by reducing the number of servers and personnel needed to administer and manage the district communication and collaboration infrastructure and will enable functionality that currently cannot be implemented (i.e., district-wide calendaring across the four sites, consolidated e-mail and district-wide authentication capabilities). This includes, but is not limited to Microsoft Active Directory and Exchange services. The work on this project is beginning in March 2013.

Standard 4. Leadership and Governance

- New draft Planning and Decision-Making Guide for 2012-13. This document pulls together into one place the many planning and decision-making processes across the College and includes the new core planning structures. **(Addendum 4.1)**
- Revised College Org Chart. One of the changes, you will notice on these updated College Organizational Charts is that Stan Francus, Interim Special Assistant to the College President, is serving the college in an Acting capacity for the Vice President of Instruction. Dr. Fabienne McPhail Naples is out on Medical leave for the remainder of her two year contract which ends June 30, 2013. The college is planning to open this position with a modified job description – Vice President of Instruction and Student Support. The college will maintain and strengthen the two Vice President model, and several of the changes being implemented in the planning committee structures and shared governance committee reflect these intentions. Since some of these changes involve personnel matters that are currently in transition, we would appreciate it if the visiting team would direct questions through the chair of their team to the college president, so that we can ensure professional courtesy. **(Addendum 4.2)**
- Revised District Org Chart **(Addendum 4.3)**
- Revised District-Wide Delineation of Responsibilities **(Addendum 4.4)**
- Updated List of Revisions to Board Policies and Procedures. The District and the Board of Trustees have worked diligently to create and implement a new schedule for the revision of existing board policies and administrative procedures and creation of new ones, as appropriate. Between January 2012 and February 2013, 62 board policies were revised or created, which represents 20% of the total number of current board policies (316 total) (see attached document for a list of board policies and administrative procedures revised or created during this period).

In March 2012, the Board of Trustees approved and directed staff to work on re-aligning the board policies and administrative to conform to the chapter and numbering structure recommended by the Community College League of California (CCLC). The Vice Chancellor of Educational Services and Technology convened a working group with representation from the units of the District Office who

have overall responsibility for each area to work on this re-alignment. This work is completed and the revised structure will be implemented in April 2013. During this review and re-alignment to conform to the CCLC recommended structure, overlapping board policies were identified which will be consolidated or eliminated, as appropriate, and those which are appropriate as an administrative procedure rather than as a board policy will be revised and brought to the Board of Trustees for review and approval or ratification, as appropriate. The deployment of the revised structure will be combined with the release of a new web site where the new chapter structure and renumbered board policies and administrative procedures will be posted under the Board of Trustees section of the district web site. The new web site will be available in April 2013 as well.

The development and implementation of Administrative Procedure 2410 Board Policies and Administrative Procedures in March 2012 has helped to greatly clarify the process and responsibilities for revision or creation of policies and procedures. AP 2410 has been followed consistently since its ratification and has ensured that those responsible and the District overall are on track with its established schedule which calls for reviewing and updating of all existing board policies and administrative procedures on a four year cycle. **(Addendum 4.5)**

List of Evidence

- **Addendum 1.0** Responses to Previous Team Recommendations
GWC_ResponsesToPreviousCommissionRecommendations.pdf

Standard 1. Institutional Mission and Effectiveness

- **Addendum 1.1** Key Performance Indicators Report for 2011-12
GWCKeyPerformanceIndicatorsDraftcurrent.pdf
- **Addendum 1.2** Draft Student Achievement Data Fall 2012
GWC_StudentAchievementData_draft201300302.pdf
- **Addendum 1.3** Screen prints of New Dynamic Data Cubes
ScreenPrintsofNewDynamicDataCubes.pdf

Standard 2. Student Learning Programs and Services

- **Addendum 2.1** Draft College Status Report on SLOs Implementation
GWC_ACCJC_SLO_Annual_Report_2013_draft201300302.pdf
- **Addendum 2.2** Financial Aid Reorganization
Financial Aid Org Structure Effective 2-14-2013.pdf

Standard 3. Resources

- **Addendum 3.1** Board Study Session on \$700M Measure M facilities G.O. Bond
CCCD_MeasureMBoardStudySession2013January.pdf
- **Addendum 3.2** Technology Plan
GWC_TechnologyPlan.pdf

4. Leadership and Governance

- **Addendum 4.1** Planning and Decision-Making Guide for 2012-13
GWCDecisionMakingGuide.pdf
- **Addendum 4.2** Revised College Org Chart
GWCOrgChart1213.pdf
- **Addendum 4.3** Revised District Org Chart
DistrictOrgChart1213.pdf
- **Addendum 4.3** District-wide delineation of responsibilities
CCCD_FunctionalMap20130213.pdf
- **Addendum 4.5** Updated List of Revisions to Board Policies and Procedures
BPAP1 BPAP Revised Created Jan 2012-Feb 2013.pdf