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| West Valley College |
| Accreditation  Follow-up Report |
| In support of Reaffirmation of Accreditation |

To:

Accrediting Commission and Junior Colleges

Western Association of Schools and Colleges

Submitted by:

West Valley College

14000 Fruitvale Avenue Saratoga, CA 95070

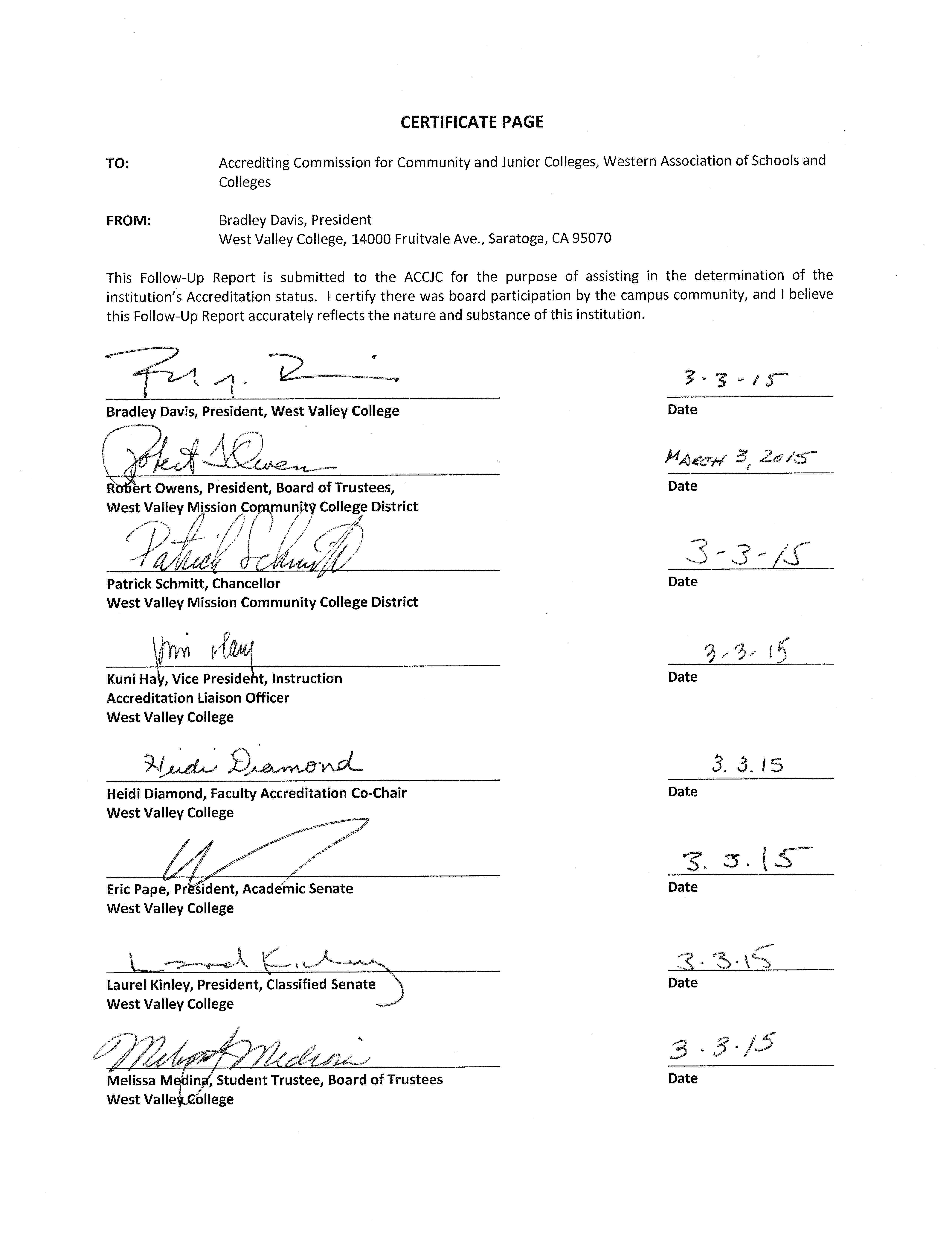
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Table of Contents

[**STATEMENT OF REPORT PREPARATION – COLLEGE RECOMMENDATIONS 5**](#_Toc412542620)

[**RESPONSES TO THE COMMISSION ACTION LETTER 7**](#_Toc412542621)

[**Recommendation 1 7**](#_Toc412542622)

[**Recommendation 2 11**](#_Toc412542623)

[**Recommendation 3 15**](#_Toc412542624)

[**Recommendation 4 23**](#_Toc412542625)

[**Recommendation 5 27**](#_Toc412542626)

[**Recommendation 6 32**](#_Toc412542627)

[**Recommendation 7 34**](#_Toc412542628)

[**Recommendation 8 38**](#_Toc412542629)

STATEMENT OF REPORT PREPARATION – COLLEGE RECOMMENDATIONS

West Valley College submitted its 2014 Accreditation Self-Study, Application for Reaffirmation of Accreditation to the Accrediting Commission for Community and Junior Colleges (ACCJC) in January 2014, followed by a site visit on March 17, 2014.

This report includes comprehensive responses to the eight recommendations given to the College as a result of the review of the 2014 Self-Study and visit.

The College’s 2014 Accreditation Self-Study process created a series of Actionable Improvement Plans that continue to be used as roadmaps to achieve the College’s stated goals. Responses to each Recommendation describe and validate the College’s commitment to addressing these Actionable Improvement Plans, and have resulted in the steady execution of the stated goals and institutional effectiveness.

The WVC Accreditation Steering Committee was re-configured to specifically address the recommendations and continued to meet on a regular basis. To address recommendations that shared outcomes with the District, an intentional effort was made to further collaborate and improve areas that were pointed out in the recommendations. The college community was consistently updated on the Accreditation follow-up process and requirements to be addressed. Utilizing All College Day (Flex Day activities) ongoing e-mail communications, and participatory and constituency group communications, the College informed the campus community of progress made on writing responses to the recommendations.

In summary, West Valley College presents this Follow-Up Report, which contains comprehensive responses to the 8 recommendations and clear, relevant supporting evidence. The contents of this report reflect the College’s commitment to ensuring that the stated goals are met and that they enhance the overall institutional effectiveness.

West Valley College is proud to present this Follow-up Report to the 2014 Accreditation Self-Study to the Accrediting Commission for Community and Junior Colleges (ACCJC).

RESPONSES TO THE COMMISSION ACTION LETTER

## Recommendation 1

***To satisfy the Eligibility Requirement and meet the standard, the team recommends that the college review its instructional programs with respect to the percentage of online offerings and submit a Substantive Change Report to the accrediting body on programs that have equaled or exceeded the 50 percent threshold in online offerings (ER 21; II.A.1.b; IV.A.4)***

West Valley College successfully submitted a comprehensive Substantive Change Proposal ([R1.1](http://www.westvalley.edu/committees/Accreditation/documents/accjc/wvc-substantive-change-proposal_05-19-2014.pdf)) to the Accrediting Commission for Community and Junior Colleges (ACCJC) on May 19, 2014. This submission complied with the deadline delineated in the letter from ACCJC dated April 22, 2014 ([R1.2](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/accjc_letter_4-22-2014.pdf)). The College was advised by Dr. Susan Clifford that the Substantive Change Committee would review the proposal in November 2014. Dr. Clifford also stated that she would inform the committee that the proposal was received in May 2014 in compliance with ACCJC's May 20, 2014 submission deadline ([R1.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/cover_letter_accjc_substantive_change_proposal.pdf)).

With this timely submission of the approved Substantive Change proposal, the College not only met the required deadline of May 20, 2014 regarding the Accreditation Self-Study, but also met the five-year cycle of Substantive Change review since the College was last evaluated in 2007 ([R1.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive_change_manual_page_29.pdf)).

The West Valley College Substantive Change proposal was written according to the ACCJC Substantive Change Manual 3.7.3 ([R1.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive_change_manual_page_10-11.pdf)) as the proposal included the *addition of courses that constitute 50% or more of the units in a program offered through a mode of distance education, electronic delivery or correspondence education.*

The proposal includes the following contents:

**I. DESCRIPTION OF THE PROPOSED CHANGE**

Distance Learning and West Valley College Mission

Description of the programs that can be offered 50% or more through a Distance

Education mode

Rationale for the Proposed Change

**II. PLANNING PROCESS FOR THE PROPOSED CHANGE**

College Preparation and Planning for Distance Learning

Curriculum Development Process

Assessment of Needs and Resources

Anticipated Results and Benefits

Monitoring of Outcomes and Achievement

**III. RESOURCES SUPPORTING DISTANCE LEARNING**

Student Services

Faculty, Management, and Support Staff

Technical Support

**IV. INTERNAL AND EXTERNAL APPROVALS**

Curriculum Approval Process

Governing Board Support for Distance Learning

**V. ELIGIBILITY REQUIREMENTS**

**VI. CERTIFICATION OF CONTINUED COMPLIANCE WITH ELIGIBILITY REQUIREMENTS**

**VII. ACCREDITATION STANDARDS**

Recommendation 3

IIA1

IIA1b

IIA2

IIA2a

IIA2c

IIA2d

IIA6

IIB1

IIB3d

IIC1c

IIIA1b

IIIB1

IIIC1

IIIC1a

IIIC1b

IIIC1d

IVA4

**VIII. SUMMATION**

**IX. APPENDICES**

The College received a letter of approval from the Accrediting Commission for Community and Junior Colleges (ACCJC) regarding the Substantive Change Proposal on November 17, 2014 ([R1.6](http://www.westvalley.edu/committees/Accreditation/documents/aaccjc/wvc-substantive-change-approval-letter_11-17-2014.pdf)). The letter confirmed that the Committee on Substantive Change of the Accrediting Commission for Community and Junior Colleges and the Western Association of Schools and Colleges met on November 6, 2014 to review the Substantive Change Proposal from West Valley College and approved the request. The approval included West Valley College’s 66 associate degrees and 24 certificate programs that are offered at 50% or more in a distance education or electronic delivery method.

**Conclusion:**

The College successfully addressed Recommendation 1.

West Valley College's Substantive Change Proposal was submitted to ACCJC by the required deadline on May 19, 2014. The ACCJC Substantive Change Committee reviewed and approved the proposal on November 6, 2014 which is confirmed in the letter of approval from ACCJC dated on November 17, 2014.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R1.1 | West Valley College Substantive Change Proposal | [http://www.westvalley.edu/committees/Accreditation/documents/accjc/wvc-substantive-change-proposal\_05-19-2014.pdf](http://www.westvalley.edu/committees/Accreditation/documents/accjc/wvc-substantive-change-proposal_05-19-2014.pdf" \t "_blank) |
| R1.2 | ACCJC letter, April 22, 2014 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/accjc\_letter\_4-22-2014.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/accjc_letter_4-22-2014.pdf" \t "_blank) |
| R1.3 | WVC cover letter to ACCJC, Substantive Change proposal submission | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/cover\_letter\_accjc\_substantive\_change\_proposal.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/cover_letter_accjc_substantive_change_proposal.pdf" \t "_blank) |
| R1.4 | ACCJC Substantive Change Manual p. 29 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive\_change\_manual\_page\_29.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive_change_manual_page_29.pdf" \t "_blank) |
| R1.5 | ACCJC Substantive Change manual, p. 10 - 11 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive\_change\_manual\_page\_10-11.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r1/substantive_change_manual_page_10-11.pdf" \t "_blank) |
| R1.6 | ACCJC letter of approval, November 17, 2014 for WVC Substantive Change Proposal | [http://www.westvalley.edu/committees/Accreditation/documents/accjc/wvc-substantive-change-approval-letter\_11-17-2014.pdf](http://www.westvalley.edu/committees/Accreditation/documents/accjc/wvc-substantive-change-approval-letter_11-17-2014.pdf" \t "_blank) |

## Recommendation 2

***To meet the standards, the team recommends that the College establish institution set standards for student performance so that the degree to which they are achieved can be determined and widely discussed. (I.B.2; II.A.1.c; II.A.2.b; II.A.2.h; II.A.5; II.A.6.b)***

**Progress made since March 14, 2014 visit**

The College acknowledged the importance of setting institutional-set standards when the Student Success Act of 2012 ([R2.1](http://www.californiacommunitycolleges.cccco.edu/StudentSuccessInitiative.aspx)) and the Associate Degrees for Transfer (ADT) mandate ([R2.2](http://westvalley.edu/adt)) were legislated and supported by the SCORECARD data ([R2.3](http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493)) which has become the state level report card for institutional student success and completion rates. On the national level, President Obama’s 2020 College Completion Standard ([R2.4](http://www.ed.gov/news/speeches/meeting-president-obamas-2020-college-completion-goal)), which focuses on improving college students’ timely completion of programs, has also become one of the state’s top priorities. Through the participatory governance process, the College has taken initial steps to review, discuss, and identify the most relevant and realistic process for establishing institutional set standards and an institutional benchmarking process ([R2.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional_benchmarking_and_visual.pdf)). Codification of this process will ensure the attainment of a continuous and sustainable cycle of goal setting, assessments and ongoing improvements.

As reflected in one of the commendations in the External Evaluation Report from the 2014 Accreditation Self Study Team ([R2.6](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/west_valley_external_evaluation_report_2014_page_4.pdf)), the College has established a systematic, ongoing, rigorous and well thought-out Program Review process which incorporates SLO assessment and is linked to college planning and resource allocation. The College supports the establishment of a strong college-wide planning process that serves as the foundation for an effective Institutional Benchmarking process.

In the spring of 2014, the Student Learning Outcome and Assessment (SLO/A) committee and the Program Review (PR) committee, within the framework of the Integrated Planning team, determined that the integration of the two committees would enhance institutional effectiveness and further refine the college-wide integrated planning process and structure. As a result, the Student Learning and Program Effectiveness Committee (SLAPEC) was recommended in the spring of 2014, and it was formally established in the early fall of 2014. A faculty coordinator for SLAPEC was identified to lead the College toward an improved institutional effectiveness structure and process and a three-year institutional benchmarking plan ([R2.7](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_institutional_benchmarking_3-year_plan.pdf)). The institutional benchmarking topic was presented and discussed at each of the participatory governance committees in order to have a clear, campus-wide understanding of these important milestones ([R2.8](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/participatory_governance_agenda_for_institutional_benchmarking.pdf)).

In year one (2014-2015) the College’s goals are to establish: 1) a clear institutional framework that is in alignment with the College’s annual goals and objectives; and 2) to set one specific benchmarking pilot goal which will be evaluated through the existing Program Review process. In year two (2015-2016) the College will focus on setting broader institutional benchmarks by adding categories identified by the SCORECARD ([R2.9](http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493)) and also recommended by the Consultation Digest ([R2.10](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/digest_2-20-14_benchmark.pdf)). The SLAPEC, along with the college researcher, will develop benchmarking questions and an assessment process through the Program Review, in addition to the assessment outcomes from year one. By the third year, 2016-2017, the College will have completed a full cycle of institutional benchmarking, in which the College will engage in dialogue relative to reviewing, analyzing and determining appropriate college-wide benchmarking in each of the categories in the SCORECARD.

This year, the College focused on 2014-2015 annual goals and objectives as well as the 2014 Student Equity Plan report to identify a relevant college focus for this pilot benchmarking process. On November 13, 2014, the College Council reviewed and finalized the 2014-2015 annual goals and objectives ([R2.11](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/goals_and_objectives_2014-2015.pdf)). Goal 2 of the goals and objectives states that West Valley College will “decrease the achievement gap by meeting the success and retention benchmarks defined in the 2014 WVC Student Equity Plan” ([R2.12](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_student_equity_plan_2015_page_26-28.pdf)). The College has identified goal 2 of the annual 2014-2015 goals and objectives as the institutional benchmarking pilot goal. As part of the refinement and preparation process for the Program Review 2014-2015, the SLAPEC developed and finalized the relevant benchmarking questions and provided data to include in the Program Review questionnaire document ([R2.13](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015_program_review_equity_question_and_data_for_institutional_benchmarking.pdf)). As part of the College’s Integrated Planning and Resource Allocation process, the SLAPEC sent out the 2014-2015 Program Review packet of information to the college community in November 2014 ([R2.14](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015_program_review_information_packet.pdf)). When the Program Review submissions are completed in April 2015, the SLAPEC will work with the college researcher to review and analyze the responses to the institutional benchmarking pilot questions in order to make informed recommendations for the next steps.

The Student Success Team is one of the College’s three institutional effectiveness components. It ensures the effective implementation of the Student Success and Support Program (SSSP) and the exploration of a wide-range of teaching and learning strategies that support the student services that lead to greater student success. Based on the SLAPEC’s recommended action steps that will result from the 2014-2015 Program Review process, the Student Success Team, in concert with participatory governance groups, will lead the college community in meaningful dialogue regarding strategies and services to help the College meet its institutional standard and/or institutional benchmarks.

**Conclusion:**

The College has addressed Recommendation 2. The College developed and instituted a three-year institutional benchmarking process that will engage the college community in a systematic and continuous improvement cycle of planning, reviewing and analyzing student performance data in order to make improvements. The College thoughtfully and creatively instituted a streamlined student learning assessment and program review process by combining two distinct committees and processes into one integrated committee and process. This improved process serves as the foundation for campus community members to analyze student learning and success outcomes within the context of their program goals. The program review themes that are gathered and summarized to inform budget and resource allocation will also serve to inform the extent to which the College is meeting its institutional benchmarks.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| **#** | **Evidence title** | **Link** |
| R2.1 | Student Success Act of 2012 | [http://www.californiacommunitycolleges.cccco.edu/StudentSuccessInitiative.aspx](http://www.californiacommunitycolleges.cccco.edu/StudentSuccessInitiative.aspx" \t "_blank) |
| R2.2 | Associate Degrees for Transfer | [http://westvalley.edu/adt](http://westvalley.edu/adt" \t "_blank) |
| R2.3 | WVC SCORECARD | [http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493](http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493" \t "_blank) |
| R2.4 | President Obama’s 2020 College Completion Standard | [http://www.ed.gov/news/speeches/meeting-president-obamas-2020-college-completion-goal](http://www.ed.gov/news/speeches/meeting-president-obamas-2020-college-completion-goal" \t "_blank) |
| R2.5 | WVC Institutional Benchmarking Plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional\_benchmarking\_and\_visual.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional_benchmarking_and_visual.pdf" \t "_blank) |
| R2.6 | WVC Accreditation Self-Study 2014, External Report, p.4 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/west\_valley\_external\_evaluation\_report\_2014\_page\_4.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/west_valley_external_evaluation_report_2014_page_4.pdf" \t "_blank) |
| R2.7 | WVC Institutional Benchmarking three-year plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc\_institutional\_benchmarking\_3-year\_plan.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_institutional_benchmarking_3-year_plan.pdf" \t "_blank) |
| R2.8 | Participatory Governance agenda for institutional benchmarking  (AS, DCC, SSC, SS Team, CC) | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/participatory\_governance\_agenda\_for\_institutional\_benchmarking.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/participatory_governance_agenda_for_institutional_benchmarking.pdf" \t "_blank)  <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/WVCAS_Approved_Meeting_Minutes_10-14-14.pdf> |
| R2.9 | WVC SCORECARD | [http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493](http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=493" \t "_blank) |
| R2. 10 | Consultation Digest | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/digest\_2-20-14\_benchmark.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/digest_2-20-14_benchmark.pdf" \t "_blank) |
| R2.11 | WVC 2014-2015 Annual Goals and Objectives,  Goal 2 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/goals\_and\_objectives\_2014-2015.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/goals_and_objectives_2014-2015.pdf" \t "_blank) |
| R2.12 | WVC Student Equity Report 2015, p.26-28 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc\_student\_equity\_plan\_2015\_page\_26-28.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_student_equity_plan_2015_page_26-28.pdf" \t "_blank) |
| R2.13 | 2014-2015 Program Review Equity question and data for Institutional Benchmarking | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015\_program\_review\_equity\_question\_and\_data\_for\_institutional\_benchmarking.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015_program_review_equity_question_and_data_for_institutional_benchmarking.pdf" \t "_blank) |
| R2.14 | 2014-2015 Program Review Correspondence and Information packet | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015\_program\_review\_information\_packet.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/2014-2015_program_review_information_packet.pdf" \t "_blank) |

## Recommendation 3

***To increase effectiveness, the team recommends that the College closely monitor, fully implement and evaluate the newly developed Budget Resource Allocation process to determine whether it is meeting the needs of the College and providing more transparency in the budget allocation process. (I.B; III.D; III.D.1d; III.A.6)***

**Progress made since March 14, 2014 visit**

*Summary of the progress made*

During the accrediting team visit in March 2014, the College was piloting its newly developed Integrated Planning and Resource Allocation process as described in the College’s Self Study report ([R3.1](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvc_accreditation_self-study_2014_standard_iii.1.d.pdf)). In mid-April 2014, all Program Review data was submitted to the Budget and Resource Allocation Council (BRAC). This Council consists of faculty, staff and administrators from all across campus who are charged with evaluating and prioritizing budgetary decisions. BRAC reviewed the submissions and made decisions regarding resource allocations for departments, programs, and services throughout the College. The process was completed in May 2014.

As part of the College’s ongoing practice of continuous sustainable quality improvement, the Integrated Planning team, which consists of: the Student Learning Outcome and Assessment (SLO/A) committee chairs, the Program Review committee chair, the college researcher, the Vice President of Administrative Services, the Vice President of Instruction (also the College ALO), the Dean of Instruction, and the Faculty Accreditation Liaison Officer (ALO), met on a regular basis throughout the semester to evaluate and improve the College’s integrated planning process. In the spring of 2014, this team began an evaluation of the College’s Integrated Planning and Resource Allocation process and the BRAC resource allocation process ([R3.2](http://westvalley.edu/committees/Accreditation/integrated-planning.html)).

In consultation with members of the SLO/A and Program Review committees, and also incorporating feedback from the Division Chair Council, the Student Services Council, the College Council, Department Chairs, and the college community, the SLO/A and Program

Review committees recommended the following areas for improvements in the 2014-2015 Integrated Planning and Resource Allocation and BRAC processes:

1. An extension of the timeframe between the submission of Program Review to BRAC to allow suitable time to review Program Review data and to discuss

and make decisions about resource allocation.

1. Better integration of SLO/A information and Program Review information.
   1. More complete communication of the BRAC process for budget allocation, timelines for completion of end user responsibilities, and criteria to evaluate funding requests.
   2. Inclusion of college departments, program and services areas in finalizing outcomes.

In May of 2014, responding to the suggestion that the SLO/A and Program Review committees should be merged, the Student Learning and Program Effectiveness Committee (SLAPEC) was established. Starting in the fall of 2014, a faculty coordinator assumed leadership of the SLAPEC. The recommendation that these committees merge under faculty leadership was made to the Academic Senate, the College Council, the Division Chair Council, the Student Services Council, and the Classified Senate. This concept was fully supported by all entities ([R3.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvcas_approved_meeting_minutes_9-23-14.pdf)). The amount of reassigned time given to the faculty coordinator was established by the College President in conjunction with the Academic Senate ([R3.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/slapec_chair_job_description.pdf)). In early fall 2014, a faculty coordinator was appointed by the Academic Senate to lead the new Student Learning and Program Effectiveness Committee (SLAPEC) ([R3.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvcas_minutes_09-09-14_slapec_faculty_coordinator_approval.pdf)).

The inception of this committee and its new structure now enable SLO/A data and information to be fully used for the Program Review process. The SLAPEC also revised SLO/A questions so they are more open ended in order to encourage thoughtful dialogue among faculty and staff ([R3.6](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/program_review_form_slo_questions.pdf)). In addition, the Integrated Planning Team, now joined by the Coordinator of the SLAPEC, continues to meet on a regular basis ([R3.2](http://westvalley.edu/committees/Accreditation/integrated-planning.html)).

The Integrated Planning team has addressed another challenge identified during 2013-2014 related to the timing of the process. In response to campus feedback, the Program Review Resource Request section has been moved from April to February 13, 2015 ([R3.7](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/joint_message_slapec_and_vpas.pdf)). This change will give BRAC ample time to review, discuss, and make decisions on resource allocation this year, in a manner that also aligns with the District’s budget development timeline. The remainder of the Program Review information will be submitted to SLAPEC by April 15, 2015.

BRAC began its regularly scheduled meetings in fall 2014 and became fully engaged in the assessment of the 2013-2014 process with its members ([R3.8](http://www.westvalley.edu/committees/Budget_Resource_Advisory/Documents/Meeting_Summaries_And_Agendas/)). The following information supports BRAC’s evaluation process, and the improvements made for 2014-2015.

***Reflection on the BRAC Process of 2013-2014 for 2014-2015 Budget development***

At its December 2013 meeting, the College Council approved the establishment of West Valley College’s Budget and Resource Allocation Council (BRAC), a part of the College’s Integrated Planning and Resource Allocation Process. Committee members were appointed in the spring of 2014, and the first BRAC meeting was held on April 10, 2014. Although BRAC had not yet been established when the Fiscal Year 2013-2014 budget was prepared, the Office of Administrative Services obtained input from all college programs, met with the Division Chair Council, and presented the budget to the College Council prior to its adoption as the Tentative Budget in June 2014.

BRAC’s stated responsibility is to allocate college resources and in particular, discretionary budget items equitably, in accordance with program needs and in accordance with the College’s mission and goals ([R3.9](http://westvalley.edu/committees/Budget_Resource_Advisory/)).

Prior to FY 2013- 2014, the college wide budget was presented to the College Council and some participatory governance groups as information, but lack of a formal allocation process limited the college community’s participation. The Budget and Resource Allocation Council (BRAC) was proposed and ultimately adopted by the College Council as part of the College’s Integrated Planning and Resource Allocation process. BRAC was formed to actively address the need for a formal and transparent resource allocation process that addresses the needs of all constituency groups.

BRAC is a sub-committee of the College Council, and as such, its membership represents all College constituent groups in order to provide a forum for faculty, classified staff, administration, and students to give their input into the budgeting process. In this way, budgeting is expected to support both the educational activities and services that support the institution as a whole. The initial BRAC members is shown in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Constituency** | **Member Appointed By** | **Term** | **Voting** |
| Administration | VP Administrative Services | Permanent | No |
| Administration | College President | Permanent | Yes |
| Member-at-Large | College President | 2 years | Yes |
| College Council | College Council | 2 years\* | Yes |
| Academic Senate | Academic Senate | 2 years | Yes |
| Academic Senate | Academic Senate | 2 years\* | Yes |
| Classified Senate | Classified Senate | 2 years | Yes |
| Classified Senate | Classified Senate | 2 years\* | Yes |
| Student Services | Student Services Council | 2 years | Yes |
| Student, ASO | Assoc. Students Org. | 1 year | Yes |
| Financial Analyst | VP Administrative Services | Permanent | No |
| Admin. Support | VP Administrative Services | Permanent | No |
| \***Denotes 1 year initial term, 2 year term thereafter, to create overlapping terms** | | | |

The College’s budgeting function flows from the District in the sense that the funds available in the Unrestricted General Fund (Fund 100) and some of the Restricted General Funds (Fund 120, Lottery and Land Corp) are set by allocation models within the District Finance Office. Significant portions of the budget are allocated for faculty, staff, and administrator pay and benefits, maintained via the Position Control File. The Associate Faculty Funding Model determines from the District and individual college Full-Time Equivalent Student (FTES) enrollment goals the Full-Time Equivalent Faculty (FTEF) required to match enrollment demands. Subtracting Full-Time Faculty from the total Full-Time Equivalent Faculty total, the required Associate Faculty number is found, and then multiplied by the associate funding rate for salary and benefits to determine the Associate Faculty Funding budget. Additionally, some anticipated “fixed costs” for contractual and similar annual expenses are identified. Subtracting all of these identified expenses from the college’s revenue allocations produces a “College Discretionary Budget.”

BRAC members reviewed the many program budget requests for FY2014-15; reviewed data from Program Reviews from both 2013 and 2014 relative to programs requesting budget augmentation or specific funding; gave consideration to explanations provided on the budget forms; and considered other relevant funding factors, such as Land Corp or Lottery funding that might offset or replace General Fund budget items. BRAC made budget determinations for each program as a collective and collegial process and completed the first year of the College’s Integrated Planning and Resource Allocation process ([R3.10](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_instructions_2014-2015.pdf)). These budget determinations were accumulated into what became the College’s Tentative Budget which was subsequently presented to the Division Chair Council and the College Council for approval.

BRAC’s initial budget activity for FY2014-15 incorporated a number of important suggestions for the FY2015-16 budgeting cycle. BRAC has committed to formally evaluate the process and identify areas of improvements to be made for 2015-2016 resource allocation and budget development process. ([R3.11a](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_summary_10-03-2014.pdf), [R3.11b](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_summary_10-16-2014.pdf)). Thus far, BRAC has had positive results and has highly influenced the ongoing budgeting process.

***BRAC’s Improvements and readiness for 2015-2016 Budget allocation***

The first year of the College’s Integrated Planning and Resource Allocation process was fully implemented in 2014-2015. The BRAC continued to meet regularly and evaluated the process thoughtfully and with the College’s input ([R3.12](http://westvalley.edu/committees/Budget_Resource_Advisory/calendar.html)). A strategic organizational restructuring established the SLAPEC, which enabled SLO/A and Program Review information to be integrated seamlessly into the budget allocation process. As a result, for 2014-2015 process, BRAC gained ample time to review, analyze and make fair and objective resource allocation decisions. Finally, BRAC developed a guiding rubric for budget evaluation for the 2015-2016 ([R3.13](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_guiding_rubric.pdf)) resource allocation process, thus ensuring to the college community that it decision-making process is objective and transparent.

The following section illustrates the analysis and improvements made based on BRAC’s self-evaluation process and feedback received from the College community.

1. A common response to BRAC’s initial budgeting activity is the need for programs to have direct interaction with BRAC to explain budget necessities seen as critical by the programs. For the 2014-2015 process augmentation, BRAC will be able to provide a forum for these program discussions.
2. District allocations for each fund typically are established in late March each year. When these amounts are known, BRAC plans to closely evaluate the allocated amounts versus the consolidated program requests in order to balance to the District’s budgeted level. Invariably, adjustments will be made to program budgets so that the total budgeted amount is within the allowed limit. Since timely and accurate communication between BRAC and programs is critical in this process, BRAC commits to providing their first-year budget analysis prior to completing the Tentative Budget in May, while there may be budget adjustments within a program, this will help the program to appreciate rationale given and BRAC to recognize the impact upon the program’s operation. BRAC will make every effort to respond to adverse impacts upon a program due to proposed budget limits.

**Mechanism to identify Critical Expense Elements**

For 2015-2016, BRAC revised the budget request form so that it allows specific comments to guide budgeting. The revised form also enables requesters to indicate which items are more critical to a budget, or how the funding rationale may have changed, in order to more clearly identify their needs and rationale. The revised form also addresses items of a recurring nature, such as annual software licenses, maintenance agreements, seasonal hourly staff needs, equipment replacement, and other predictable expenses. The budget must allow a mechanism that makes explicit the need to include funding in the budget ([R3.14](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_worksheet_2014-2015.xsl)).

**Develop Periodic Reporting of Budget to Actual per Program**

On-going budget to actual comparisons are critical to sound budget management. The District’s financial system, Colleague, provides all employees access, through the college portal, to full budget disclosure for all programs. The reports produced by Colleague present the budget amount, expenditures to date, encumbrances, and an available balance for each budgeted expense item. By showing a percentage of expenditure, program budget managers can identify whether their budget is being used according to the intended plan. This is especially the case for grant- or categorically-funded programs, where budget allocations must be tracked and reported, with all available funds used during the proper fiscal period. BRAC and the Office of Administrative Services will develop a tracking report during the FY2014-2015 fiscal year.

**“Handbook” for Budget Process:**

As part of the BRAC’s assessment of the first year process, the committee recommended that BRAC create a “Handbook” to explain budget construction, guide budget preparation, and provide clarity to the process ([R3.15](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_development_handbook_2015-2016.pdf)). The handbook will guide budget managers on how to use budget forms by providing expense code definitions, rules and insights into how budget evaluation is done. The Budget Process Handbook was completed in time for the 2015-2016 Budget development and resource allocation process within the Integrated Planning cycle.

BRAC meetings for FY2014-2015 were held on September 25, October 3, October 16, October 30, November 20, 2014 and February 19, 2015 ([R3.16](http://www.westvalley.edu/committees/Budget_Resource_Advisory/Documents/Meeting_Summaries_And_Agendas/)). At each meeting, the committee members reviewed the FY2014-2015 budget process, BRAC’s involvement, and the response to ACCJC. The following time line and action plans ensure a successful implementation based on the evaluation of and reflection on the 2013-2014 Budget Allocation process.

|  |  |  |
| --- | --- | --- |
| **Action** | **Projected** | **Status** |
| Integration with Program Review timeline | Summer, Fall 2014 | Completed |
| Start of Annual Budget Process | November, 2014 | Completed |
| Develop a Budgeting Rubric | November, December 2014 | Completed |
| Format of Budget Submission and Program Response | November, December 2014 | Completed |
| “Handbook” for Budget Process | Spring, 2015 | Completed/Draft |
| Mechanism to identify Critical Expense Elements | November, December 2014 | Completed |
| Coordination with Non-Discretionary Funding | Spring, 2015; Tentative Budget | In Progress |
| Develop Periodic Reporting of Budget to Actual per Program | Fall, 2015 | In Progress |

**Conclusion:**

The College successfully addressed Recommendation 3. At the time of the March 2014 Accrediting Team Visit, the first year of the newly identified Integrated Planning and Resource Allocation process was in progress (2013-2014). This first year process was successfully completed in May 2014. In the months since the site visit, the process was fully implemented and further refined based on the feedback from the college community and BRAC members. The thoughtful and careful review and analysis that took place has led to solid improvements that have been applied to the 2015-2016 Integrated Planning and Resource Allocation process. The College is committed to continuing this evaluation process annually.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| **#** | **Evidence title** | **Link** |
| R3.1 | West Valley College 2014 Self-Study, III.D.1.d, P. 392-395 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvc\_accreditation\_self-study\_2014\_standard\_iii.1.d.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvc_accreditation_self-study_2014_standard_iii.1.d.pdf" \t "_blank) |
| R3.2 | Integrated Planning Committee relevant agendas and notes | [http://westvalley.edu/committees/Accreditation/integrated-planning.html](http://westvalley.edu/committees/Accreditation/integrated-planning.html" \t "_blank) |
| R3.3 | Academic Senate Meeting minutes -SLAPEC, 9-23-14 | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvcas_approved_meeting_minutes_9-23-14.pdf> |
| R3.4 | SLAPEC Committee Chair Job Description | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/slapec\_chair\_job\_description.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/slapec_chair_job_description.pdf" \t "_blank) |
| R3.5 | Academic Senate approval of the SLAPEC Faculty Coordinator | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvcas\_minutes\_09-09-14\_slapec\_faculty\_coordinator\_approval.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/wvcas_minutes_09-09-14_slapec_faculty_coordinator_approval.pdf" \t "_blank) |
| R3.6 | New SLO/A and PR questions | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/program\_review\_form\_slo\_questions.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/program_review_form_slo_questions.pdf" \t "_blank) |
| R3.7 | SLAPEC coordinator and VP of Administration joint letter to the community | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/joint\_message\_slapec\_and\_vpas.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/joint_message_slapec_and_vpas.pdf" \t "_blank) |
| R3.8 | BRAC agenda and minutes from S14, F14, and S15 | [http://www.westvalley.edu/committees/Budget\_Resource\_Advisory/Documents/Meeting\_Summaries\_And\_Agendas/](http://www.westvalley.edu/committees/Budget_Resource_Advisory/Documents/Meeting_Summaries_And_Agendas/" \t "_blank) |
| R3.9 | BRAC’s charge | [http://westvalley.edu/committees/Budget\_Resource\_Advisory/](http://westvalley.edu/committees/Budget_Resource_Advisory/" \t "_blank) |
| R3.10 | 2013-2014 BRAC process: Budget Development letter to the college community | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget\_instructions\_2014-2015.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_instructions_2014-2015.pdf" \t "_blank) |
| R3.11a  R3.11b | BRAC assessment of 2013-2014: Agenda and Notes from October 3 and 16, 2014 | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_summary_10-03-2014.pdf>  <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_summary_10-16-2014.pdf> |
| R3.12 | BRAC meeting dates and activities | [http://westvalley.edu/committees/Budget\_Resource\_Advisory/calendar.html](http://westvalley.edu/committees/Budget_Resource_Advisory/calendar.html" \t "_blank) |
| R3.13 | BRAC guiding rubric, P.2 WVC Budget Handbook | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac\_guiding\_rubric.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/brac_guiding_rubric.pdf" \t "_blank) |
| R3.14 | 2014-2015 BRAC Budget Worksheet | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget\_worksheet\_2014-2015.xsl](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_worksheet_2014-2015.xsl" \t "_blank) |
| R3.15 | WVC Budget Handbook | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget\_development\_handbook\_2015-2016.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r3/budget_development_handbook_2015-2016.pdf" \t "_blank) |
| R3.16 | BRAC agenda and minutes from S14, F14, and S15 | <http://www.westvalley.edu/committees/Budget_Resource_Advisory/Documents/Meeting_Summaries_And_Agendas/> |

## 

## Recommendation 4

***To meet the standards, the team recommends that the College satisfy the Sustainable Continuous Quality Improvement requirement for Student Learning Outcomes and Program Learning Outcomes and regularly assess and monitor non-credit course. (II.A; II.A.1.c; II.A.2.a)***

**Progress made since March 17, 2014 Visit**

In an effort to meet the Sustainable Continuous Quality Improvement requirement, the College made a strategic decision to merge the Student Learning Outcome and Assessment (SLO/A) and Program Review (PR) committees into the Student Learning and Program Effectiveness Committee (SLAPEC) during the spring of 2014. The Academic Senate and the College Council unanimously supported the creation of this new committee as this merger indicates the College's clear intention and commitment to continue to improve overall institutional effectiveness and more efficient SLO/A and PR processes ([R4.1](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/wvcas_approved_meeting_minutes_9-23-14.pdf)). In addition, the College saw this integration as one of the opportunities to better streamline the existing Integrated Planning and Resource Allocation process. A faculty coordinator was selected early in the fall 2014 semester to lead SLAPEC, and this individual also participates in the College’s Integrated Planning leadership team. The SLO/A results inform Program Review and this analysis provides the rationale and needs assessment so the Budget and Resource Advisory Council (BRAC) can make informed and integrated resource allocation decisions ([R4.2](http://westvalley.edu/committees/Accreditation/integrated-planning.html)).

SLAPEC has partnered with division and department chairs to ensure that all credit and non-credit (NC) courses and programs are assessed per the deadlines in the Master Program Review and SLO Assessment schedule ([R4.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/master_program_review_slo_assessment_schedule.xlsx)). Specifically, all existing NC courses offered in the fall of 2014 were also assessed in the fall of 2014 ([R4.4](http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Non-Credit_Course_SLO_Assessment_Results.pdf)). In the fall of 2014, West Valley College began focusing on increasing the number of enhanced NC course offerings, in alignment with the implementation of AB 86 and in order to serve our feeder community at large. Newly state-approved and offered NC courses as of the fall of 2014 are included in the Master Program Review and SLO/A schedule ([R4.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/master_program_review_slo_assessment_schedule.xlsx)).

The College continues to commit to a quality assessment dialogue regarding Student Learning Outcomes in relation to improving Student Success. The Student Success Team, the Professional Development Committee and the Student Learning and Program Effectiveness Committee continue to lead the College in meaningful conversations about teaching and learning and service. At the fall 2014 All College Day Professional Development event for faculty, the Professional Development committee led an energetic and highly interactive discussion about teaching and learning, which was inspired by On-Course training ([R4.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/on-course_workshop.pdf)). West Valley College faculty had the opportunity to share their best teaching and learning practices in round table discussions. This inclusive activity led to a productive exchange of ideas to increase student success that continued into division and department meetings for further examinations. These conversations set the tone for an exceptional semester, especially focused on collaborative teaching and learning approaches ([R4.6](http://westvalley.edu/committees/Accreditation/2015/evidence/r4/All_College_Day_Teaching-Learning_Conversation_2014.pdf)).

The College currently has a total of 16 active, state approved NC courses. Five of these courses were offered and assessed in the fall of 2014 and are now included in the College’s Master Program Review and SLO/A schedule ([R4.7](http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Non-Credit_Course_SLO_Assessment_Results.pdf)).

The SLO/A committee, which is now part of SLAPEC, has identified ways for the College to engage in meaningful conversations about assessment results in both credit and noncredit courses in order to improve teaching, learning and student success ([R4.8](http://westvalley.edu/committees/Student_Learning_Outcomes/)). Reporting forms for course and program level outcomes assessment results have been modified based on comprehensive input from the SLAPEC ([R4.9](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/course_slo_assessment_results_form_v.1.pdf)). The new assessment results reporting form has an added narrative section which asks programs to explain in detail what was learned about student outcomes attainment by students, why the faculty believe students did or didn’t reach the expected level of performance, what areas students excelled in per the student learning outcomes statements and the approximate time the program/department as a whole will engage in a robust dialog about the results. Each program will plan to meet at least once per semester to discuss overall outcome assessments and planned improvements to address student-learning gaps identified by the assessments([R4.10](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/enhancing_learning_conversation_form_v.1.pdf)). SLAPEC has developed special reporting forms for NC courses tailored to the distinct features of the NC teaching and learning environment. These forms were used for NC course SLO assessment reporting as of the fall 2014 semester ([R4.11](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo_assessment_non-credit_rev_12-5-14.pdf)). The College continues to satisfy the Sustainable Continuous Quality Improvement requirement for SLO and PLO. Since the 2014 Team Visit, all scheduled SLOs and PLOs for spring 2014 and fall 2014 have been assessed ([R4.12](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo_scheduled_completed_spring_fall_2014.pdf)).

The College began its process for establishing institutional-set standards for the Institutional Benchmarking by using an incremental three-year process beginning in the 2014-2015 academic year ([R4.13](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_institutional_benchmarking_3-year_plan.pdf)). The framework used for this process mirrors the existing structure of course, program, and institutional-level student learning outcome assessment ([R4.14](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional_benchmarking_visual.pdf)). The importance of the student learning outcome assessment and program review in this process is further highlighted.

The SLO/A committee, within the framework of the Integrated Planning and Resource Allocation process, has worked with the Program Review committee, the Budget and Resource Advisory Council (BRAC) and the Student Success Team to establish an intentional structural connection between SLO/A and the Institutional Benchmarking processes. Student learning outcome assessment results are reported for all courses and programs through the SLO/A process. The Program Review process collects qualitative data on the results of course and program assessment and the resulting reflective dialog within the programs leads to meaningful improvements in student learning and engagement ([R4.15](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/program_revew_form_slo_questions.pdf)). The information reported through the Program Review process informs the collaborative Student Equity Planning process through the work of the Student Success Team. The Student Equity and Program Review processes have both informed the establishment of institutional benchmarks in our recently developed 3-year institutional benchmarking process that is reflected in the College’s 2014-2015 annual Goals and Objectives ([R4.16](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/goals_and_objectives_2014-2015.pdf)). During the 2014-2015 pilot year for this project, the College used Student Equity Report findings as a foundation to identify the following annual goal “to decrease the achievement gap for African American and Latino students.” Subsequently, as part of the 2014-2015 Program Review process, programs are now asked to respond to this benchmarking question to identify where each program stands in relation to this benchmark and how they intend to address this gap and planned improvements ([R4.17a](http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Course_Enrollment_Completion_Success_Data_Sample_for_PR.pdf), [R4.17b](http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Course_Enrollment_Completion_Success_Data_Sample_for_PR.pdf)).

**Conclusion:**

The College successfully addressed Recommendation 4.

The College continues to satisfy the Sustainable Continuous Quality Improvement requirement for SLO and PLO. The College also regularly assesses and monitors SLO/A for NC courses. Since the 2014 Team Visit, all scheduled SLOs and PLOs for spring 2014 and fall 2014 have been assessed. The College made a strategic move to integrate the SLO/A and PR committees. This merger facilitated an ongoing and robust dialogue about Student Learning and Student Success.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R4.1 | Academic Senate meeting minutes – SLAPEC, 9-23-14 | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/wvcas_approved_meeting_minutes_9-23-14.pdf> |
| R4.2 | Integrated Planning and Resource Allocation process | [http://westvalley.edu/committees/Accreditation/integrated-planning.html](http://westvalley.edu/committees/Accreditation/integrated-planning.html" \t "_blank) |
| R4.3 | Master Program Review and SLO Assessment Schedule | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/master_program_review_slo_assessment_schedule.xlsx> |
| R4.4 | Fall 2014 NC SLO/A | <http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Non-Credit_Course_SLO_Assessment_Results.pdf> |
| R4.5 | On-Course Training | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/on-course\_workshop.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/on-course_workshop.pdf" \t "_blank) |
| R4.6 | All College Day – Teaching and Learning Presentation and Discussion | <http://westvalley.edu/committees/Accreditation/2015/evidence/r4/All_College_Day_Teaching-Learning_Conversation_2014.pdf> |
| R4.7 | Noncredit course SLO Assessment Results | <http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Non-Credit_Course_SLO_Assessment_Results.pdf> |
| R4.8 | SLO/A Committee webpage | [http://westvalley.edu/committees/Student\_Learning\_Outcomes/](http://westvalley.edu/committees/Student_Learning_Outcomes/" \t "_blank) |
| R4.9 | Revised SLO Assessment Results Reporting Form | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/course\_slo\_assessment\_results\_form\_v.1.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/course_slo_assessment_results_form_v.1.pdf" \t "_blank) |
| R4.10 | Enhanced Learning Conversation Form | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/enhancing\_learning\_conversation\_form\_v.1.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/enhancing_learning_conversation_form_v.1.pdf" \t "_blank) |
| R4.11 | New Noncredit SLO Assessment Reporting Forms | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo\_assessment\_non-credit\_rev\_12-5-14.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo_assessment_non-credit_rev_12-5-14.pdf" \t "_blank) |
| R4.12 | Spring 2014 and Fall 2014 completed assessment for SLOs and PLOs | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo\_scheduled\_completed\_spring\_fall\_2014.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/slo_scheduled_completed_spring_fall_2014.pdf" \t "_blank) |
| R4.13 | 3 Year Institutional Benchmarking Process Plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc\_institutional\_benchmarking\_3-year\_plan.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/wvc_institutional_benchmarking_3-year_plan.pdf" \t "_blank) |
| R4.14 | Institutional Benchmarking visual | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional\_benchmarking\_visual.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/institutional_benchmarking_visual.pdf" \t "_blank) |
| R4.15 | Program Review Form: SLO Questions | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/program\_revew\_form\_slo\_questions.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/program_revew_form_slo_questions.pdf" \t "_blank) |
| R4.16 | 2014-2015 Goals and Objectives | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r2/goals_and_objectives_2014-2015.pdf> |
| R4.17a  R4.17b | Program Review Institutional Benchmarking Question and Data  Course Enrollment Completion Success Data Sample for Program Review | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r4/program_review_institutional_benchmarking_questions.pdf>  <http://westvalley.edu/committees/Accreditation/2015/evidence/r4/Course_Enrollment_Completion_Success_Data_Sample_for_PR.pdf> |

## Recommendation 5

***To meet the standard, the team recommends that the College evaluate all personnel systematically and at stated intervals. (III.A.1b)***

**Progress made since March 17, 2014 Visit**

West Valley Mission Community College District (WVMCCD) has a clearly delineated system for evaluating all personnel within the District. As indicated in the 2014 West Valley College

Self-Study, Application for Reaffirmation of Accreditation, the District’s Human Resources (HR) Department and the Colleges share the responsibility of executing this process ([R5.1](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_accreditation_self-study_2014_standard_iii.1.pdf)).

District HR is responsible for creating a systematic cycle of evaluation for administrators and classified personnel at both West Valley and Mission Colleges. HR produces an evaluation schedule in concert with the District Policy ([R5.2](http://westvalley.edu/committees/Accreditation/2015/evidence/r5/ap_7150.pdf)) and the WVMCEA**,** **Teamsters, and Peace** Officers Associationcollective bargaining agreements. The evaluations are based on an employee’s hire date and probationary period. If an employee is newly hired, any other necessary follow-up evaluations are identified. Based on the evaluation schedule, HR staff communicates with the Colleges to inform them of the upcoming personnel evaluation timeline according to HR’s internal procedure for notification ([R5.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_procedure_notifying_supervisors_managers_employee_evaluations.pdf)). For administrative evaluations, an HR Specialist sends an e-mail communication to the employee’s supervisor approximately one month prior to the evaluation due date with a follow up reminder within the month of the scheduled evaluation, if the evaluation has not been completed. Although it occurs rarely, HR is equipped to address late-submissions of evaluations with a letter to the supervisor and will then discuss issues with the District’s Executive Management Team (EMT) ([R5.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_reminder_supervisor_prior_evaluation.pdf)).

For Classified employees, the evaluation schedule is organized by categories such as permanent employees, newly hired employees, employees who have been promoted, and reclassified or reassigned. The employee’s supervisor in each category receives an e-mail communication with detailed information regarding necessary evaluation types and due dates ([R5.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_reminder_supervisor_new_hire_promotion.pdf)). Each department, program, and/or service at WVC also has an internal staff and administrative evaluation schedule delineated to ensure that evaluations are conducted in a timely manner. As of Fall 2014, for WVC, 35 classified personnel who have been scheduled to be evaluated have been evaluated on time ([R5.6](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_classified_administrative_classified_evaluation_schedule_2013-2015.xls)). Administrative evaluations are due every July 1st. As of July 2014, for WVC, all 9 administrative evaluations due have been successfully administered ([R5.7](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_classified_administrative_classified_evaluation_schedule_2013-2015.xls)).

The Colleges are responsible for facilitating and completing all faculty evaluations. At WVC, the Office of Instruction produces a comprehensive and detailed faculty evaluation schedule every semester for tenure-track, regular, and associate faculty, per the faculty collective bargaining contract ([R5.8](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_faculty_evaluation_schedule_2014-2015_fall_14_faculty_evaluation_tracking_and_timeline.pdf)). At the beginning of every semester, the Office of Instruction sends a packet of information to every department chair that describes the evaluation process, provides clear direction, identifies the faculty to be evaluated, and specifies the timeline ([R5.9](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/faculty_evaluation_packet.pdf)). Throughout the semester, the Office of Instruction sends reminders to department and division chairs in order to ensure that the faculty evaluation process is conducted in a timely fashion and to also provide needed support and resources. The faculty evaluation process for associate faculty adheres to the bargaining agreement’s Re-Employment Preference (REP) ([R5.10](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/rep_in_ace_contract_page_225-226.pdf)) provision. Per this contract provision, the Vice President of Instruction sends associate faculty a formal letter that confirms their sustained REP status or their loss of REP status ([R5.11](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/loss_of_rep_sample_letter.pdf)). As of the end of the fall 2014 semester, WVC has successfully completed all faculty evaluations in each category.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **# of Faculty due** | **# of evaluations**  **executed** | **Past-due** |
| **Tenure Track Faculty** | 19 | 19 | 0 |
| **Regular Faculty** | 18 | 18 | 0 |
| **Associate Faculty** | 84 | 84 | 0 |

**Conclusion:**

The College has addressed this recommendation. West Valley College, in collaboration with the District’s Human Resources Department, made a concerted effort to evaluate all personnel systematically and at stated intervals.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R5.1 | 2014 WVC Accreditation Self-Study Function Map, p. 34, III1. | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc\_accreditation\_self-study\_2014\_standard\_iii.1.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_accreditation_self-study_2014_standard_iii.1.pdf" \t "_blank) |
| R5.2 | WVMCCD Board Policy on personnel evaluations | [http://westvalley.edu/committees/Accreditation/2015/evidence/r5/ap\_7150.pdf](http://westvalley.edu/committees/Accreditation/2015/evidence/r5/ap_7150.pdf" \t "_blank) |
| R5.3 | Human Resources Internal Procedure for Notifying Supervisors/Managers of Employee Evaluation Due Dates | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr\_procedure\_notifying\_supervisors\_managers\_employee\_evaluations.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_procedure_notifying_supervisors_managers_employee_evaluations.pdf" \t "_blank) |
| R5.4 | Sample HR reminder to supervisor prior to evaluation  Sample HR reminder to supervisor within one month of the evaluation due date  Sample HR reminder to supervisor re: overdue evaluations & report to EMT | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr\_reminder\_supervisor\_prior\_evaluation.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_reminder_supervisor_prior_evaluation.pdf" \t "_blank) |
| R5.5 | Sample of HR reminder to supervisors for New hire, promotion, reclass, and reassignment. | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr\_reminder\_supervisor\_new\_hire\_promotion.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/hr_reminder_supervisor_new_hire_promotion.pdf" \t "_blank) |
| R5.6 | WVC Administrative and Classified Evaluations | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_classified_administrative_classified_evaluation_schedule_2013-2015.xls> |
| R5.7 | WVC Administrative evaluation status as of July 2014 | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/wvc_classified_administrative_classified_evaluation_schedule_2013-2015.xls> |
| R5.8 | WVC Faculty Evaluation schedule 2014-2015 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/faculty\_evaluation\_schedule\_timeline.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/faculty_evaluation_schedule_timeline.pdf" \t "_blank) |
| R5.9 | WVC Faculty Evaluation packet of information, Fall 2014 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/faculty\_evaluation\_packet.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/faculty_evaluation_packet.pdf" \t "_blank) |
| R5.10 | REP in ACE contract  p. 225 & 226 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/rep\_in\_ace\_contract\_page\_225-226.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/rep_in_ace_contract_page_225-226.pdf" \t "_blank) |
| R5.11 | Sample letter of REP | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r5/loss_of_rep_sample_letter.pdf> |

## Recommendation 6

***To meet the standard, the team recommends the District and the College ensure that faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing these learning outcomes. (III.A.1.c)***

**Progress made since March 17, 2014 Visit**

As clearly evidenced in our response to Recommendation 4, West Valley College faculty, staff, and administrators are committed to the process of producing and assessing Student Learning Outcomes (SLO) ([R6.1](http://westvalley.edu/committees/Student_Learning_Outcomes/masterasessment.html)). The College understands the value and benefit of having a meaningful dialogue around SLO and assessment findings in order to identify plans and proactively apply results to make necessary improvements. Since the Accreditation Self-Study visit in March 2014, the College continued with its original plan and entered into the first pilot year of the three-year Institutional Benchmarking process, which would have not been realized, had it not been for the College’s consistent practice of completing SLOs and their Assessment.

The District, West Valley College, Mission College, and leaders of the participatory governance groups began discussing the best methods for solidifying this commitment. As a result, the WVMCCD Board of Trustees has approved new language in the Board Policy 3200 *Accreditation* that ensures that faculty and other employees directly responsible for student progress complete student learning outcome assessments ([R6.2](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/board_policy_3200.pdf)). In addition, at West Valley College, the President and the President of the Academic Senate jointly wrote a letter of intent that demonstrates the College’s continued commitment to implementing a robust and effective SLO and Assessment process that supports an institutional dialogue of teaching and learning and a culture of evidence ([R6.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/joint_letter_of_commitment_sloa_process.pdf)).

The District and the Faculty bargaining teams are in the process of negotiating clear, precise contract language that reflects West Valley College’s commitment to the SLO and Assessment process ([R6.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/wvmccd_district_and_faculty_negotiation.pdf)).

**Conclusion:**

The College has successfully met this recommendation.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R6.1 | Student Learning and Program Effectiveness assessment schedule | [http://westvalley.edu/committees/Student\_Learning\_Outcomes/masterasessment.html](http://westvalley.edu/committees/Student_Learning_Outcomes/masterasessment.html" \t "_blank) |
| R6.2 | WVMCCD Board Policy 3200 approval | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/board\_policy\_3200.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/board_policy_3200.pdf" \t "_blank) |
| R6.3 | Joint letter of commitment to SLO/A process by the President and President of Academic Senate | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/joint\_letter\_of\_commitment\_sloa\_process.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/joint_letter_of_commitment_sloa_process.pdf" \t "_blank) |
| R6.4 | WVMCCD District and Faculty negotiation | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r6/wvmccd_district_and_faculty_negotiation.pdf> |

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## Recommendation 7

***To meet the standard, the team recommends the College integrate technology planning with institutional planning, and that the College and the District develop a comprehensive technology plan for the entire organization which addresses and incorporates the needs of both instructional and non-instructional areas. (III.C.1; III.C.2)***

**Progress made since March 17, 2014 Visit**

Since the accrediting team’s visit in March 2014, the College and the District have collaborated to create an integrated District Technology plan. The District’s Information Systems (IS) department developed a comprehensive West Valley Mission Community College District (WVMCCD) District Technology Plan ([R7.1](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_2012-2015.pdf)) which clearly delineates the roles and responsibilities of the District Information Systems department, and as well as those of the West Valley College (WVC) and Mission College (MC) technology teams ([R7.2](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/wvmccd_district_and_college_roles.pdf)).

The District Technology Plan was developed within the context of the District IS department’s Technology Plan’s strategic goals. ([R7.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_page_5-7.pdf)). This comprehensive plan includes the following: History, District Technology Strategic Plan, Mission Statement, District Technology Goals, Alignment of the District and College Technology Plans, Funding Resources and Total Cost of Ownership, Technology Refresh Program, Staff Resources, Responsibilities and Service Outcomes, Governance Structure, Overview of the Planning Structure, Current Structure, Back up Infrastructure, Security and Safety Infrastructure, Capital Construction, and Partnership support ([R7.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_table_of_contents.pdf)).

To assure a collaborative and seamless link between the District and College Technology plans, the District Information Systems Planning and Advisory Committee (DISPAC) was reinstated in the fall of 2014 ([R7.5](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_council_dispac_approval_11-10-14.pdf)). The committee membership consists of: the Director of Information Systems, the Application Manager, the Sr. Database Administrator, WVC Technology Advisory Committee (TAC) representatives, MC Technology Committee representatives, and faculty representatives from both colleges. The DISPAC began meeting shortly after its formal reinstatement in the fall of 2014: November 14, 2014 and December 5, 2014 ([R7.6](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/dispac_agenda_minutes_11-14-2014.pdf)). Meetings for spring 2015 are set for March 13, 2015, April 10, 2015, and May 15, 2015.

The College has developed a three-year Technology Plan ([R7.7](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/wvc_technology_plan.doc)) that describes the College’s technology goals and execution plan. On December 11, 2014 the College’s Technology Plan was reviewed and discussed by the College Council ([R7.8](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/college_council_agenda_summary_12-11-2014.pdf)). Currently, the College is also updating its Educational and Facilities Master Plan 2015-2020 (E&FMP) which has a projected completion date in spring 2015 ([R7.9](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc_ed_plan_president_message.pdf)). College educational planning informs College facilities planning. The goals articulated in year 2 of the WVC Technology Plan (2015-2016) will be directly integrated with the facility planning process, identifying college-wide instructional, non-instructional, student, student services, and administrative technology needs. This assessment will include a critical analysis of the College’s strengths, weaknesses, opportunities, and threats (SWOT), total cost of ownership, staffing needs, organizational effectiveness, and support for facilities.

In order to support the successful implementation of the Technology Plan, the College reinstated the Technology Advisory Committee (TAC) in the fall of 2014. TAC began meeting after the first DISPAC meeting in November 2014, thus ensuring that the District and College’s Technology planning processes were in alignment. TAC met on December 18, 2014.

TAC met on January 30, February 5, and February 27, 2015 ([R7.10](http://www.westvalley.edu/committees/Technology_Advisory/Documents/Meeting_Summaries_And_Agendas/2015/)) and meeting dates for spring 2015 are set for 2nd and 4th Friday. The mission and goals of the newly created TAC are clearly reflected in the year 1 objectives of the WVC Technology Plan ([R7.11](http://westvalley.edu/committees/Accreditation/2015/evidence/r7/WVC_TAC_Mission_and_Goals_pg.4.pdf)). WVC TAC Operational Goals for planning during year 1 (2014-2015) are as follows:

• Develop a long-term technology plan that is aligned with the long-term goals of the College and the District.

• Develop an annual assessment of the College’s future technological needs in light of the advances in technological capabilities, and technological needs created by new pedagogical approaches.

• Coordinate with the Budget Resource Allocation Committee (BRAC) to create and finance a Total Cost of Ownership model, including identifying funding sources for both on-going operational expenses and replacement of outdated technology.

• Work with college Information Technology Services (ITS) staff to set and maintain minimum technological standards.

• Identify professional development needs with respect to the use of  
technology.

• Work with the Distance Learning Committee to ensure that adequate technological resources exist to support college distance learning and other technology-mediated efforts, especially as regards the Learning Management System (LMS) used.

• Ensure that both long-term and short-term technology planning are integrated into institutional planning at all levels.

• Participate in the creation of policies concerning appropriate use of technological resources at both a College and District level.

• Make recommendations to the College Council and BRAC with respect to technological needs.

• Coordinate and consolidate technology acquisition and disposition: hardware, software, and technology support services, including reallocation of hardware and software as technology needs change and equipment is retired.

The College’s accreditation steering committee included the District’s Director of Information Systems. The director actively and consistently participated in the meetings, thus allowing the College to ensure that technology planning was integrated between the District and the College, as well as ensuring that specific points made in Recommendation 7 were addressed in a timely manner.

**Conclusion:**

The College successfully addressed this recommendation. Concerted District and College efforts facilitated the establishment and integration of a logical Technology Plan. The District-wide Information Systems Planning and Advisory Committee (DISPAC) was reinstated, creating an ongoing and sustainable mechanism to coordinate the technology goals and priorities of the three entities. WVC reinstated the College’s Technology Advisory Committee (TAC) in a timely manner, allowing the College to move forward with a comprehensive technology planning process. Lastly, the College’s 2015-2020 Educational and Facilities Master Planning process was strategically aligned with the College’s Technology plan.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R7.1 | WVMCCD District Technology Plan | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_2012-2015.pdf> |
| R7.2 | WVMCD District and College Roles, Responsibilities, and Service Outcomes Function Map portion of the tech plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/wvmccd\_district\_and\_college\_roles.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/wvmccd_district_and_college_roles.pdf" \t "_blank) |
| R7.3 | District Technology Plan p. 5-7 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district\_is\_tech\_plan\_page\_5-7.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_page_5-7.pdf" \t "_blank) |
| R.7.4 | District Technology Plan Table of Contents | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district\_is\_tech\_plan\_table\_of\_contents.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_is_tech_plan_table_of_contents.pdf" \t "_blank) |
| R7.5 | District Council approval of reinstatement of the DISPAC (agenda and minutes, November 10, 2014, Item #7) | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district\_council\_dispac\_approval\_11-10-14.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/district_council_dispac_approval_11-10-14.pdf" \t "_blank) |
| R7.6 | DISPAC meeting agenda and minutes, November 14 and December 5, 2014 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/dispac\_agendas\_minutes\_nov\_dec\_2014.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/dispac_agendas_minutes_nov_dec_2014.pdf" \t "_blank) |
| R7.7 | WVC Technology Plan | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/wvc_technology_plan.doc> |
| R7.8 | College Council agenda and minutes, December 11, 2014, p.1 and p.5 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/college\_council\_agenda\_summary\_12-11-2014.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/college_council_agenda_summary_12-11-2014.pdf" \t "_blank) |
| R7.9 | President’s communication: WVC Educational Master Plan | <http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc_ed_plan_president_message.pdf> |
| R7.10 | TAC Meeting agendas and minutes: 1-30-15, 2-5-15, 2-27-15 | <http://www.westvalley.edu/committees/Technology_Advisory/Documents/Meeting_Summaries_And_Agendas/2015/> |
| R7.11 | WVC TAC Mission and Goals, pg.4, WVC Tech Plan | <http://westvalley.edu/committees/Accreditation/2015/evidence/r7/WVC_TAC_Mission_and_Goals_pg.4.pdf> |

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## Recommendation 8

***To increase effectiveness, the team recommends that the College work with the District to assure continued development and support of West Valley College's physical resources, and continue to work on updating the Educational and Facilities Master Plan in accordance with the five-year timeline. Additionally, the team recommends that the Facilities and Security Council regularly meet as scheduled. (III.B)***

**Progress made since March 17, 2014 Visit**

Since the last Educational and Facilities Master Plan was completed in 2009, the College’s priorities have shifted due to multiple factors including college budget reduction strategies and college restructuring in response to the state budget crisis. In addition, the needs and profile of college-going students has shifted based on changing industry needs, the overall economic environment, and the state-mandated implementation of major legislative initiatives such as student success and support programs and Associate Degrees for Transfer mandates.

To address these priority shifts, and to meet the state-required Five-Year Construction Plan objectives, the College, in conjunction with the District, began the process of developing the West Valley College 2015 - 2020 Educational and Facilities Master Plan in the late fall of 2014. In November 2014, the college contracted with educational consulting team, Rosenberg and Associates, and architects, Lionakis to develop a new Educational and Facilities Master Plan Master plan ([R8.1](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/item_7.3_lionakis_board_approved_11-18-2014.pdf)). An initial meeting was held with both teams, the College’s Cabinet, and a District representative to lay out an overall plan for the scope, time line, college-wide engagement, and the philosophy of the process. Consistent with its general practice, the College emphasized with the consulting team the importance of ensuring transparency, clear communication, and inclusive participation of all constituency groups in this process. During the spring of 2015, time will be spent structuring the Educational Plan portion, with a goal of producing the final version of the Educational Master Plan prior to the end of the spring semester ([R8.2](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc_ed_plan_implementation_plan.pdf)). The President wrote to the college community describing the benefits of revising the Educational and Facilities Master plan and his message encouraged all college members to participate in this important process ([R8.3](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc_ed_plan_president_message.pdf)). Data is currently being collected from all faculty, staff and students via an online survey to inform the planning process.

During the spring 2015 semester, the College and the District staff are meeting regularly with the consulting teams to discuss the Educational and Facilities Master Plan. This ongoing dialogue is intended to ensure that both processes synchronous and that facilities planning is based on educational planning.

In response to the 2009 Educational and Facilities Master Plan, the District achieved its commitment to have LEED certified buildings, if the project is larger than 10,000 square feet, regardless of whether the building is new or old. To date, the following buildings have been LEED or LEED Silver certified:

• Campus Center, 2012

• Language Arts and Social Science building LEED silver, 2013 ([R8.4](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/leed_certification.pdf))

The College plans for the following buildings that are currently in the construction and design process to be LEED or LEED Silver certified:

• Applied Arts and Science building, LEED silver, in construction 2014 – 2016

• Student Services building, LEED Silver, in design 2013-2015

• Business and Administration of Justice building, in design 2014-2015

The College continues to comply with its 2009 commitment by ensuring that building renovations or new building construction exceeding 10,000 square feet is designed as LEED or LEED silver certified. The College’s Sustainability Committee which is an advisory group to the College Council ([R8.5](http://westvalley.edu/committees/Sustainability/)) assures this commitment. The Sustainability Committee meets regularly to assure that the College is committed to and focused on broad and long-term sustainability planning. The Sustainability Committee is inclusive and collaborative, involving a wide-range of faculty, staff, students and college and district administrators in the development of action plans to achieve sustainability and to measure the results of program implementation ([R8.6](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/sustainability_plan.pdf)). The College has integrated the sustainability planning process with the Facilities Master Plan. As a result, the College has succeeded in attaining LEED or LEED Silver certification for building construction projects.

The College reinstated its Facilities and Safety committee in the spring of 2015 and the Vice President of Administrative Services chairs this committee ([R8.7](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/facilities_and_safety_committee_agenda_2-23-15.pdf)). The committee’s purpose and focus have been renewed to better serve the college community at large relative to Facilities and Safety matters, as opposed to its former focus which had a tendency to respond to individual complaints. An improved and renewed focus will bring a systematic approach to addressing issues regarding facilities and safety for the college community.

**Conclusion:**

The College successfully addressed Recommendation 8.

**Evidence:**

|  |  |  |
| --- | --- | --- |
| # | Evidence Title | Link |
| R8.1 | Board approval on consulting team, November 18, 2014 Board meeting, Item 7.3 | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/item\_7.3\_lionakis\_board\_approved\_11-18-2014.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r7/item_7.3_lionakis_board_approved_11-18-2014.pdf" \t "_blank) |
| R8.2 | WVC Educational Master Plan   * Implementation Plan * Kick Off and Timeline * Community Survey | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/educational\_master\_plan.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/educational_master_plan.pdf" \t "_blank) |
| R8.3 | President’s communication: WVC Educational Master Plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc\_ed\_plan\_president\_message.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/wvc_ed_plan_president_message.pdf" \t "_blank) |
| R8.4 | LEED Certification | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/leed\_certification.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/leed_certification.pdf" \t "_blank) |
| R8.5 | WVC Sustainability Committee website | [http://westvalley.edu/committees/Sustainability/](http://westvalley.edu/committees/Sustainability/" \t "_blank) |
| R8.6 | WVC Sustainability Strategic Plan | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/sustainability\_plan.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/sustainability_plan.pdf" \t "_blank) |
| R8.7 | Facilities and Safety Committee agenda and meeting minutes | [http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/facilities\_and\_safety\_committee\_agenda\_minutes\_responsibilities.pdf](http://www.westvalley.edu/committees/Accreditation/2015/evidence/r8/facilities_and_safety_committee_agenda_minutes_responsibilities.pdf" \t "_blank) |