## Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness.

Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

### Human Resources

* 1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning. (ER 14)

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-

U.S. institutions are recognized only if equivalence has been established.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. ~~The evaluation of faculty, academic administrators, and other personnel directly responsible for student learning includes, as a component of that evaluation, consideration of how these employees use the results of the assessment of learning outcomes to improve teaching and learning.~~ *(Effective January 2018, Standard III.A.6 is no longer applicable. The Commission acted to delete the Standard during its January 2018 Board of Directors meeting.)*

[Skip Standard III.A.6. Continue responses with Standard III.A.7)

* 1. The institution maintains a sufficient number of qualified faculty, which includes full time faculty **and** may include part time and adjunct faculty, to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes. (ER 14)

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. An institution with part time and adjunct faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part time and adjunct faculty into the life of the institution.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution. (ER 8)

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution’s mission and purposes. (ER 8)

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair and equitably and consistently administered.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution upholds a written code of professional ethics for all of its personnel, including consequences for violation.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

**Conclusions on Standard III.A. Human Resources**

[insert response]

**Improvement Plan(s)**

[insert response if applicable]

**Evidence List**

[insert list]

### Physical Resources

* 1. The institution assures safe and sufficient physical resources at all locations where it offers courses, programs, and learning support services. They are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution plans, acquires or builds, maintains, and upgrades or replaces its physical resources, including facilities, equipment, land, and other assets, in a manner that assures effective utilization and the continuing quality necessary to support its programs and services and achieve its mission.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

**Conclusions on Standard III.B. Physical Resources**

[insert response]

**Improvement Plan(s)**

[insert response if applicable]

**Evidence List**

[insert list]

### Technology Resources

* 1. Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution’s management and operational functions, academic programs, teaching and learning, and support services.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

**Conclusions on Standard III.C. Technology Resources**

[insert response]

**Improvement Plan(s)**

[insert response if applicable]

**Evidence List**

[insert list]

### Financial Resources

Planning

* 1. Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (ER 18)

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution’s mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

Fiscal Responsibility and Stability

* 1. Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution’s financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

Liabilities

* 1. The level of financial resources provides a reasonable expectation of both short- term and long-term financial solvency. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies, plans, and allocates resources for payment of liabilities and future obligations.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution plans for and allocates appropriate resources for the payment of liabilities and future obligations, including Other Post-Employment Benefits (OPEB), compensated absences, and other employee related obligations. The actuarial plan to determine Other Post-Employment Benefits (OPEB) is current and prepared as required by appropriate accounting standards.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. All financial resources, including short- and long-term debt instruments (such as bonds and Certificates of Participation), auxiliary activities, fund-raising efforts, and grants, are used with integrity in a manner consistent with the intended purpose of the funding source.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

* 1. The institution monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act, and comes into compliance when the federal government identifies deficiencies.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

Contractual Agreements

* 1. Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution and the quality of its programs, services, and operations.

**Evidence of Meeting the Standard**

[insert response]

**Analysis and Evaluation**

[insert response]

**Conclusions on Standard III.D. Financial Resources**

[insert response]

**Improvement Plan(s)**

[insert response if applicable]

**Evidence List**

[insert list]