WEST VALLEY COLLEGE
ACCREDITATION FOLLOW-UP REPORT

SUBMITTED TO
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

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Submitted by:

West Valley College
14000 Fruitvale Avenue
Saratoga, CA 95070

Submitted to:

Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

Date Submitted: [TBD]
Follow-Up Certification

To: Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

From: Stephanie Kashima
President / CEO
West Valley College
14000 Fruitvale Avenue, Saratoga, CA 95070

I certify there was effective participation by the campus community, and I believe that this report accurately reflects the nature and substance of this institution.

Signatures: Date:

Bradley J. Davis, Chancellor, West Valley-Mission Community College District 9-21-21

Stephanie Kashima, President, West Valley College

Stacy Gleixner, Provost and Vice President of Academic Affairs

Randi Kinman, President, WVMCCD Board of Trustees

Gretchen Ehlers, President, West Valley College Academic Senate 9/22/2021

Ana Lobato, President, West Valley College Classified Senate 09-20-2021

Nicholas Hsieh, West Valley College Student Trustee 09/21/2021

Sanketh Santosh, President, West Valley College Associate Student Government 9-21-2021
Report Preparation
Report Preparation

West Valley College received formal notification in June 2020 that the commission affirmed the college’s accreditation status for 18 months, with a required follow-up report addressing district compliances. Below is the follow-up report timeline.

Summer 2020: Accreditation liaison officers (ALOs) reviewed the college recommendations, made assignments for identifying the root cause for each recommendation, and proposed corrective action strategies. Additionally, a district level meeting was held with ALOs from both West Valley College and its sister college, Mission College, the associate vice chancellor of human resources, and the associate vice chancellor of information systems and educational technology, to discuss district requirements.

Fall 2020: ALOs published a web-hosted tracking sheet to provide real-time updates to executives and participatory governance groups. ALOs presented updates to the Academic Senate, Classified Senate, and College Council. ALOs proposed a timeline to implement changes and complete the report by the end of spring 2021.

Winter 2021: ALOs continued to track corrective action plans.

Spring 2021: The college initiated a planning process for the 2026 Educational Master Plan (EMP). As part of stage one of the strategic planning process, both the ISER and the ACCJC confirmation letter were included in the review of foundational college documents and initiatives. The strategic planning process affirmed assessment and continuous improvement as foundational to the college’s five-year strategic plan.

District Compliance 1

In order to meet the standard, the commission requires that the district systematically evaluate all personnel at stated intervals in accordance with college policies. (III.A.5)

Lead
Stacy Gleixner, administrative ALO and vice president of academic affairs

Collaborators
John Hannigan, faculty ALO and communication instructor
Rose Jackson, human resources specialist
Ana Lobato, classified ALO and assistant director of admissions & records
Marilyn Morikang, vice president of administrative services
Ryan Ng, human resources specialist
Eric Ramones, district associate vice chancellor of human resources
District Compliance 2
In order to meet the standard, the commission requires that the district continuously plan technology updates and replacements with the colleges to ensure quality and capacity of technology are adequate to support the college’s mission, operations, programs, and services. (III.C.2)

Lead
Ana Lobato, classified ALO and assistant director of admissions & records

Collaborators
Dan Borges, associate vice chancellor of information systems and educational technology
Stacy Gleixner, administrative ALO and vice president of academic affairs
John Hannigan, faculty ALO and communication instructor
Marilyn Morikang, vice president of administrative services
College Response to District Compliance 1
District Compliance 1

In order to meet the standard, the commission requires that the district systematically evaluate all personnel at stated intervals in accordance with college policies. (III.A.5)

Standards Referenced in District Compliance 1

III.A.5: 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.

Key Points

- The district amended the due date for all classified and administrative evaluations to be submitted on June 1, instead of each employee’s work anniversary date.
- The district implemented a college liaison role to monitor evaluation compliance, ensuring clear communication and tracking.
- The college created a local level communication, tracking, and reporting process.
- The college made improvements to training and communications for the faculty appraisal process, including an itemized appraisal calendar.

College Response to District Compliance 1

The visiting team observed that the district evaluation process could be improved to ensure more consistent evaluation of classified and administrative employees. The new process has yielded dramatic improvements in the percentage of employees evaluated in accordance with district procedures and collective bargaining agreements.

District Compliance

The college meets this standard, as the district is now in compliance with 97% of staff and administrators having completed appraisals for the 2019-2020 timeframe.

Table III.A.5-1 – District Staff Evaluation Compliance Rate

<table>
<thead>
<tr>
<th>Campus</th>
<th>Evaluations Due</th>
<th>Evaluations Completed</th>
<th>Compliance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Staff</td>
<td>128</td>
<td>118</td>
<td>92%</td>
</tr>
<tr>
<td>West Valley Staff</td>
<td>103</td>
<td>102</td>
<td>99%</td>
</tr>
<tr>
<td>Mission Staff</td>
<td>126</td>
<td>123</td>
<td>98%</td>
</tr>
</tbody>
</table>
Table III.A.5-2 – District Administration Evaluation Compliance Rate

<table>
<thead>
<tr>
<th>Campus</th>
<th>Evaluations Due</th>
<th>Evaluations Completed</th>
<th>Compliance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Admin</td>
<td>14</td>
<td>14</td>
<td>100%</td>
</tr>
<tr>
<td>West Valley Admin</td>
<td>21</td>
<td>21</td>
<td>100%</td>
</tr>
<tr>
<td>Mission Admin</td>
<td>26</td>
<td>26</td>
<td>100%</td>
</tr>
</tbody>
</table>

The classified appraisal due date has been historically tied to the salary placement and promotion articles of the group’s collective bargaining agreement. The agreement calls for both promotions and service increments (step advancements) to take place on the employee’s anniversary date. Employees in good standing were appraised once every two years [IIIA5-1], with the appraisal due date traditionally linked to the anniversary date of hire. This resulted in virtually unique evaluation dates for every classified member across the district.

Unique appraisal dates required the district human resources analysts to track classified and administrator evaluations using an Excel matrix. Multiple reminders were sent out manually to managers and supervisors as the evaluation due date approached and/or passed.

**Sustainable Corrective Action and Planning**

In fall 2020, the district entered negotiations with West Valley-Mission Classified Employee Association. The contract was modified to specify that all staff evaluations will be due on June 1, rather than the work anniversary of each individual employee [IIIA5-2]. This will allow for easier communications and tracking of evaluation due dates.

This revision to the contract resulted in the following changes:

- The new evaluation period will be June 1 through May 31.
- All classified employee evaluations will be due June 1.
- Districtwide notifications will focus on a single appraisal due date.
- The vice chancellor of human resources has formally implemented this process at the beginning of the new evaluation cycle [IIIA5-3].
- A college liaison role was assigned to facilitate clear collaboration with the district on communicating due dates and tracking completed evaluations [IIIA5-4].
- The human resources department has strengthened the escalation process of outstanding evaluations to the Executive Management Team for follow-up and resolution.
**College Liaison Role**
In spring 2021, West Valley College instituted a new liaison role within administrative services to better collaborate with the district to resolve outstanding evaluations. West Valley College has completed 99% of classified staff and 100% of administrator evaluations that were due in 2019-2020 (see Tables 5-1 & 5-2 respectively).

In addition to ensuring that outstanding evaluations were completed, the vice president of administrative services presented to the president’s cabinet the WVC past due escalation alert and tracking list [IIIAS-5]. This sustainable process of collaborating with the district will ensure that WVC evaluations are completed and submitted according to district and college processes. This new process established the following:

- A WVC administrative services liaison to district human resources.
- An evaluation tracking dashboard so that executive team members can review the status of evaluations in their area at any time.
- Quarterly reminders and past due notifications to ensure all evaluations are up to date.
- Quarterly reporting to the president’s cabinet to resolve outstanding evaluations.

**Faculty Appraisal Process**
Academic Affairs has strengthened the communication and training to department chairs and appraisal team members to ensure broader understanding of the process and timely submission of faculty appraisal packets [IIIAS-6]. This includes:

- Creation of a faculty appraisal training site on the faculty resource SharePoint hub.
- Implementation of training for department chairs and appraisal team leads on the appraisal process in general, as well as strategies for giving effective constructive feedback. This training will be repeated each semester.
- Creation of three clear email communications to department chairs and appraisal team leads in the beginning, middle, and end of the appraisal process each semester. These communications will repeat each semester.

Table III.A.5-3 details the faculty appraisal compliance rates for academic year 2019-2020. Please note that this includes an extension in spring 2020 agreed upon by the Academic Senate due to COVID.
Table III.A.5-3 – West Valley College Academic Year 2019-2020
Faculty Appraisal Compliance Rate

<table>
<thead>
<tr>
<th>Faculty Type</th>
<th>Evaluation Due</th>
<th>Evaluation Completed</th>
<th>Compliance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Faculty Fa 19</td>
<td>104</td>
<td>102</td>
<td>98%</td>
</tr>
<tr>
<td>Associate Faculty Sp 20</td>
<td>79</td>
<td>78</td>
<td>99%</td>
</tr>
<tr>
<td>Tenure Track Faculty Fa 19</td>
<td>30</td>
<td>30</td>
<td>100%</td>
</tr>
<tr>
<td>Tenure Track Faculty Sp 20</td>
<td>22</td>
<td>22</td>
<td>100%</td>
</tr>
<tr>
<td>Tenured Faculty AY 19 20</td>
<td>56</td>
<td>54</td>
<td>96%</td>
</tr>
</tbody>
</table>

Analysis and Evaluation
The college meets this standard because it has created a process to ensure timely completion of employee evaluations and has demonstrated a high rate of compliance with the process. The district worked with the CEA union to have a common appraisal due date each year and has made changes to its procedures to maintain the tracking in a more effective manner. The district and the colleges collaborate and work to reconcile outstanding appraisals. Also, the step of outstanding appraisals being referred to executive administrators for resolution has been strengthened to ensure timely compliance.

Evidence List for Standard III.A.5
III.A5-1 West Valley-Mission Classified Employee Association article 13 performance appraisals
III.A5-2 WVMCCD contract with reconstituted evaluation process
III.A5-3 New human resources appraisal process implementation
III.A5-4 WVC employee evaluation tracking and notification process
III.A5-5 WVC past due escalation alert and tracking list
III.A5-6 Department chair and appraisal team lead appraisal training notification and presentation
College Response to District Compliance 2
District Compliance 2

In order to meet the standard, the commission requires that the district continuously plan technology updates and replacements with the colleges to ensure quality and capacity of technology are adequate to support the college’s mission, operations, programs, and services. (III.C.2)

Standards Referenced in District Compliance 2

III.C.2: 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.

Key Points

- The district approved the 2018-2021 technology plan [IIIC2-1] that provides for and aligns with college education and technology goals.
- The organizational structure for district IS was enhanced with the appointment of a new district executive position, associate vice chancellor of information and educational technology, in February 2020.
- The district technology advisory committee was recommissioned to streamline district and college technology planning, communications, and acquisitions.
- The college altered the integrated program review and resource request process to highlight positioning of technology requests and prioritization within the fiscal year workflow.

College Response to District Compliance 2

In coordination with the district, the college outlined and achieved an ambitious list of technology goals that are detailed in the college’s 2014-2017 technology plan. Based on internal findings, the ISER writing team recommended that the 2026 EMP [IIIC2-2] adequately provision for campus technology and develop procedures and an oversight committee to address the duplication of contracts and services in district technology acquisitions [IIIC2-3].

District Technology Plan

The district has an approved strategic plan for 2018-2021 [IIIC2-1]. The district technology plan (DTP) ensures ongoing focus and alignment between college and district goals and objectives and provides a guiding framework for site-level planning and expenditures.

District Technology Plan - College Focus Areas [IIIC2-1]:

- WVMCCD technology plan (pg. 4-6)
- Alignment of district technology goals with West Valley College technology goals (pg. 11)
- Technology prioritization process (pg. 47)
• Technology goals (pg. 53-54)

A 2022-2025 DTP is scheduled for development during the 2021-2022 academic year. DTP development and administration is under the direction of the district’s senior technology officer in coordination with a district technology advisory committee (TAC) [IIIC2-3] made up of cross-functional technology and administrative professionals and administrators from both colleges and the district.

New Organizational Structure

New District Executive Position

To support continuous planning and ensure the quality and capacity of the college’s technology infrastructure, the chancellor and Board of Trustees prioritized the addition of a new executive position within the district’s organizational structure: associate vice chancellor for information and educational technology [IIIC2-4]. Daniel Borges was selected as the district’s first associate vice chancellor for information and educational technology (AVC-IET). His appointment was presented to the Board of Trustees for ratification on January 21, 2020, with a start date of February 3, 2020 [IIIC2-5].

Department Reorganization

To ensure that both colleges and the district have access to adequate support and expertise to meet its technology needs, the vice chancellor for information and educational technology initiated a department-wide position inquiry and reorganization of all personnel. A new technology supervisor for client services and networking was added to the department roster in May 2020. The position formalized the establishment of two groups within the department: applications and operations [IIIC2-6].

District Technology Groups – Table III.C.2-1

<table>
<thead>
<tr>
<th>Applications Group</th>
<th>Operations Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banner ERP team</td>
<td>Network team</td>
</tr>
<tr>
<td>Server team</td>
<td>Desktop &amp; help desk team</td>
</tr>
</tbody>
</table>

Focus on the operations group was timely and in spring 2020 led to a responsive and well-organized transition of all employees to a telecommuting environment. At a scale not previously undertaken, the team successfully provisioned and maintained inventory of hardware, accessories, software, training materials, remote support services, systems, strategic planning, and day-to-day services for all employees and faculty. Success of the effort was a critical, if not linchpin, factor in the college’s ability to achieve its COVID-19 emergency plan distance education goals.
In November 2020, the district announced the promotion of two IT supervisors to IT directors: Linh Nguyen, IT director of applications, and Peter Teipe, IT director of operations. The promotions were approved by the Board of Trustees on November 10, 2020 [III.C2-7; III.C2-5] and represent a significant transition as the previous administrative structure organized the entire department and technology needs for two colleges and the district under one director. Reorganization and recruitment of vacant positions concluded at the end of spring 2021 with the addition of two new principal IT architects [III.C2-8].

Restructuring the department’s organizational chart provides clarity, enhanced support, and a distributed leadership structure that can efficiently address and plan for districtwide technology needs [III.C2-9].

Planning and Support for the College
Technology Advisory and Coordination (TAC) Team

The TAC team was recommissioned, in part, to address accreditation findings from the March 2020 visit. The group consists of seven members: two members per college and three members from the district. Each team member is uniquely qualified to represent the critical areas of technology and administrative services. The committee charter provides for an inter-operational structure responsible for technology planning across the district, monthly meetings, and executive reporting [III.C2-3].

The membership structure allows for a comprehensive reporting of college and district activities, needs, and discussion. As a cross-functional team, TAC team members can support faculty and program coordinators in proposing and prioritizing resource requests.

Furthermore, the membership charter and structure underscore a planning and compliance agenda. It is an agenda that can highlight and address urgent or emerging technology needs for college and district administrators. This structure allows for accountability and resources that support effective decision making. Agendas and minutes are available for review [III.C2-10].

<table>
<thead>
<tr>
<th>TAC Charter Membership – Table III.C.2-2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
</tr>
<tr>
<td>IT director (district)</td>
</tr>
<tr>
<td>IT director (district)</td>
</tr>
<tr>
<td>AVC, technology (district)</td>
</tr>
<tr>
<td>Sr. IT analyst (WVC)</td>
</tr>
<tr>
<td>Sr. IT analyst (MC)</td>
</tr>
<tr>
<td>VPAS (WVC)</td>
</tr>
<tr>
<td>VPAS (MC)</td>
</tr>
</tbody>
</table>
Critical Need and Program Review Resource Request Process

In coordination with administrative services, technology requests can be submitted for review via the annual integrated program review and resource request (PRRR) process or reported on a critical need basis throughout the year.

**Critical Need Request – Table III.C.2-3**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>The TAC team member reviews the request for accessibility, duplication of services, API integration, quality of vendor, etc.</td>
</tr>
<tr>
<td>3.</td>
<td>The dean approves the request for budget and division VP review.</td>
</tr>
<tr>
<td>4.</td>
<td>The request goes to the VPAS for budget review and the division VP for approval.</td>
</tr>
<tr>
<td>5.</td>
<td>The approved vendor forwards a contract to district general services for contract review and final approval.</td>
</tr>
</tbody>
</table>

The college’s annual program review process, under the direction of the student learning and program effectiveness committee (SLAPEC), has continuously demonstrated substantive dialogue on student outcomes, academic quality, institutional effectiveness, and more. This process also serves as a reporting vehicle for all program related resource requests. During spring 2021, various participatory governance groups re-examined the resource allocation process to highlight the positioning of certain processes, such as technology requests, within the integrated PRRR workflow [IIIC2-11]. The new PRRR workflow process was approved and adopted by the College Council [IIIC2-12].

**Integrated PRRR Process Snapshot (Fiscal Year) - Table III.C.2-4**

<table>
<thead>
<tr>
<th>Month</th>
<th>November</th>
<th>February</th>
<th>March</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRRR Process</strong></td>
<td>Submit technology request</td>
<td>Review / prioritize technology request</td>
<td>Technology requests reviewed by TAC</td>
</tr>
<tr>
<td><strong>PRRR Subcategory: Technology</strong></td>
<td>West Valley – Mission Community College District and TAC review and discussion</td>
<td>TAC final review</td>
<td></td>
</tr>
<tr>
<td><strong>Campus Review</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The college will be implementing a review and revision of its integrated planning within the newly adopted EMP. Included in this revision will be long-term technology planning that will align with the TAC [IIIC2-2]. In summary, all planned technology requests are initiated through the program review process and must demonstrate need for prioritization. Prior to acquisition, all requests are reviewed by the technology advisory committee. Within the 2021-2026 EMP, the college will align with the TAC to ensure that long-term technology needs continue to be planned and resourced.

**Reporting for Transparency, Feedback, and Planning**

**Information Systems Communication Portal**

IS created an information systems communication portal to provide a one-stop location for information on security and access guides, organizational charts and duties, help desk ticketing system and contact information, training resources, and IS communication updates [IIIC2-13]. The portal is accessible from a prominent link on the landing page for required employee single sign-on.

**Project Reports for Executive Management Teams**

The IS leadership provides EMT with weekly reports detailing itemized activities and status updates for the DIS teams and workgroups. These reports are also published in the information systems communication portal ensuring access to all campus employees [IIIC2-14].

**Board of Trustees ESSP Reporting**

The Board of Trustees receives monthly reports on successful and innovative programs and services as Education and Student Support Presentations (ESSPs). A COVID-19 related technology ESSP update was scheduled one year following shelter-in-place orders and on-boarding of the new district executive position for information and educational technology [IIIC2-15; IIIC2-16].

**Technology Advisory Committee**

All college and district strategic planning, compliance efforts, macro-level projects, and acquisitions related to technology are reported and vetted through the Technology Advisory Committee. The committee is chaired by the district’s senior technology officer, ensuring alignment with the strategic plan and executive level reporting.

**Analysis and Evaluation**

The college’s site visit was conducted March 9-12, 2020, the same week that COVID-19 shelter-in-place orders sent all learning communities online. This event pressure-tested all district and college resources. Despite the compliance finding noted by the commission, the district and
college response to student and employee technology needs was timely, efficient, and successful.

In response to the commission’s findings for standard III.C.2, comprehensive changes have been made to enhance technology planning and communications across the district and within the college. All changes and processes are documented and reflect a strong and ongoing commitment to educational quality, student achievement, and continuous improvement.

Evidence List for Standard III.C.2

IIIC2-1 WVMCCD District Information Systems Technology Strategic Plan (2018-2021)
IIIC2-2 WVC technology plan within integrated planning of EMP
IIIC2-3 TAC Team Charter
IIIC2-4 DIS chancellor memo new AVC Info and ed tech _ 01.08.2020
IIIC2-5 Board minutes_01.21.2020
IIIC2-6 DIS_AVC memo networks_07.01.2020
IIIC2-7 DIS_AVC memo department_11.13.2020
IIIC2-8 DIS_AVC memo IT architect_05.05.21
IIIC2-9 District information systems organizational chart_04.27.21
IIIC2-10 TAC agenda and minutes
IIIC2-11 BRAC integrated planning budget allocation process - AS - BRAC Minutes
IIIC2-12 College Council 05.13.21 minutes approval of PRRR
IIIC2-13 Information systems communication portal screen shot
IIIC2-14 EMT weekly reports
IIIC2-15 DIS Board of Trustees ESSP technology presentation_1.19.21
IIIC2-16 Board of Trustees minutes ESSP presentation 1.19.21
West Valley - Mission Community College District
Board of Trustees
Randi Kinman, President
Anne Kepner, Vice President
Susan Fish
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Jack Lucas
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Karl Watanabe

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