Implement, align, and integrate College plans into a fully integrated institutional plan. Develop specific, measurable, realistic and time-bound objectives. Conduct consistent, systematic and timely evaluations of the institutional plan. Measure and evaluate effectiveness in achieving institutional performance objectives and learning outcomes. Complete and begin to implement the Education Master Plan. Demonstrate that decisions regarding priorities result from stated institutional goals and are linked to an integrated institutional plan.

ACCJC Recommendations

The Scorecard for Recommendation #1

Where We Started March 2010	Where We Were March 2011	Where We Are March 2012
1. Developmental phase begun for integrated planning. a) Previous, separate, limited Academic Master Plan, Facilities Plan, and Technology Plan (partial linkage among plans) in place. b) New Program Review (PR), including PR to budget allocation process, had gone through one cycle but didn't link to above. 2. Assembled 2011 Comprehensive Master Plan (CMP) team, including both Educational Plan and Facilities Plan, including student representation. 3. Mission Statement revisited and updated for currency and institutional effectiveness through dialogue among campus constituencies. 4. Access to data for improved decision-making across the College was improved through application of technology, such as the enrollment data system EDDI.	1. CMP underway. a) Educational Master Plan (EMP) portion under final review. b) EMP-driven facilities portion in progress. 2. PR and PR-to-budget process refined and improved from annual cycles 1 to 2. 3. Annual cycle 2 completed by March 2011. 4. Institutional Program Review Committee (IPRC) formed; second round of PR performed; draft of PR manual completed. 5. First draft of Institutional Goals and Objectives created.	1. Mission Statement refined, revised, and approved for institutional effectiveness as part of robust, ongoing process. 2. CMP formally approved and implemented. 3. Institutional Goals and Objectives completed and approved. 4. Integrated Planning Manual formally approved and implemented. 5. Strategic Plan, including SMART objectives, formally approved and implemented. 6. Third cycle of PR to resource allocation, including assessment of previous year's process and allocation, completed. 7. Evaluation process implemented for Items 1-5 above. 8. Office of Institutional Planning, Research, and Grants created. Dean hired. 9. Rubric Analysis performed and Action Plans created. 10. Technology Plan updated and reviewed by governance groups. 11. Research Advisory Committee identified to establish annual research data. 12. Ad hoc accreditation committee converted to standing committee.

Develop comprehensive reports to clearly demonstrate the ongoing, systematic review of student learning outcomes; identify and assess student learning outcomes, and use assessment data to plan and implement improvements to educational quality.

ACCJC Recommendations

The Scorecard for Recommendation #2

Where We Started March 2010	Where We Were March 2011	Where We Are March 2012
1. SLOs at course level 100 percent defined, 66 percent assessed.	**1.** Course level/service level SLOs in PR process.	**1.** Course level SLOs 95 percent assessed for six-year cycle.
2. Service Area Outcomes (SAOs) 100 percent defined, 66 percent assessed.	**2.** CTE defined degree and certificate SLOs.	**2.** 100 percent SAOs assessed and refined.
3. Institutional Learning Outcomes (ILOs) defined.	**3.** Course-level SLOs assessed for 83 percent of courses on six-year cycle; reassessment ongoing.	**3.** 100 percent of AUOs assessed and refined.
4. Administrative Unit Outcomes (AUOs) 100 percent defined, 66 percent assessed.	**4.** Assessment Documentation Matrices (ADMs) developed linking program outcomes to course SLOs.	**4.** ILOs reaffirmed.
5. Reassessments of course SLOs ongoing.	**5.** Reports incorporated in data reflection/narrative section of PR.	**5.** CTE degrees and certificates (linked to ILOs) defined with ongoing assessment.
	6. AUOs for administrative offices carried over from prior year; transition to new system triggered AUOs re-evaluation.	**6.** Degrees for GE/Liberal Arts, Areas of Study (linked to ILOs) defined with ongoing assessment.
		7. Cycle 1 of Program level SLOs (PSLOs) assessed fall 2011.
		8. Student Learning Outcomes and Assessment Committee established.
		9. SLO Handbook completed.

Formalize in writing participation in student learning outcomes and assessment as a stated component of the evaluation process for faculty and others directly responsible for student progress for achieving stated student learning outcomes.

ACCJC Recommendations

The Scorecard for Recommendation #3

Where We Started March 2010	Where We Were March 2011	Where We Are March 2012
1. All teaching faculty (full-time and part-time) submitted syllabi as part of assessment.	**1.** Academic Senate approved inclusion of language of SLO participation as a criterion of evaluation for tenure candidates and tenured faculty.	**1.** Implemented and sustained; Professional Growth and Evaluation Committee (PG&E) recommends ways for faculty undergoing evaluation to address and provide evidence of participation in the SLO development and assessment process.

Develop a process to evaluate the integrity and effectiveness of the college's new governance structure and use the evaluation results as the basis for improvement.

The Scorecard for Recommendation #4

Where We Started March 2010	Where We Were March 2011	Where We Are March 2012
1. New Governance Organization (GO) structure in place but had not been evaluated; evaluation procedures had not been developed.	**1.** First evaluation cycle. **a)** Developed and implemented effectiveness survey. **b)** Interviewed committee chairs. **c)** Held open forums. **d)** Analyzed 18 months of committee minutes. **e)** Task forces made recommendations. **2.** Improvements based on evaluations implemented. **3.** Ongoing evaluation process proposed.	**1.** Further improvements based on evaluation recommended and implemented. **2.** Ongoing evaluation process established. **3.** Implementation of evaluation process second cycle. **a)** Second annual effectiveness survey conducted. **b)** Committee self evaluation reports submitted to GO Committee. **c)** GO analysis of results completed second cycle. **4.** Ongoing assessment described on the Governance webpage.