



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

Recommendation #1	Recommendation #2	Recommendation #3	Recommendation #4	Recommendation #5	Recommendation #6	Recommendation #7
The College further integrate long-range strategic planning inclusive of the EMP, FMP, TP and District/College goals and use an institutional outcomes assessment process that leads to improved institutional effectiveness. (Standards I.A.1, I.B.3, II.B.3, II.B.4, II.C.2, III.A.6, III.B.2, III.C.1, III.C.2, III.D.3, IV.A.1, IV.A.5, IV.B.2.b)	The College develop and implement a communication plan that facilitates awareness within the college community regarding institutional efforts to achieve goals and improve student learning. (Standards I.B.1, IV.A.3, IV.B.2.e)	The College accelerate its schedule for the development and assessment of course, program and institutional SLOs in order to reach proficiency by Fall 2012. (Standards I.B.3, II.A.1.c, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.g, II.B.4, II.C.2)	The College enhance its program review process by implementing a multi-year approach which includes the documentation of completing a comprehensive analysis of relevant data, identifying measurable outcomes, conducting periodic assessments, and making improvements based on those assessments. (Standards I.B.3, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.i, II.B.3, II.B.4, II.C.2)	Capital planning and resource allocation processes include total cost of ownership principles. (Standards II.C.1.c, III.A.2, III.A.6, III.B.2.b, III.D.1.c, III.D.2.a)	The College ensure the effectiveness of its human resources by evaluating all personnel systematically and within intervals established by District policy. (Standards III.A.1.b)	The College ensure a comparable level of support services is provided to all students regardless of location or mode of delivery. (Standards II.B.1, II.B.3.a, II.C.1)

### STANDARD I

			Responsible Party	Activity	Due Date	Status	Evidence/Location of Evidence
I.A.1	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
I.A.2	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
I.A.3	<b>Planning Agenda</b>	The Planning and Budgeting Committee will lead a review process for the college's current mission within the five-year time frame and will establish a process to institutionalize future review. Both the 2010 review and the process for future services of the college mission will ensure that all college constituencies have an opportunity to participate.	President; PBC Co-Chairs	1. Review and approve the College's mission statement. 2. Create a written mission review progress and date for next review. 3. Communicate Board approval to College campus and PBC.	May 2011	Completed	1. PBC minutes indicating mission statement was approved 2. PBC minutes indicate date and process for next mission review 3. Board of Trustee minutes indicating mission statement was approved
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
I.A.4	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



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I.B.1	<b>Planning Agenda</b>	The Planning and Budgeting Committee, in consultation with the Academic Senate, the Program Effectiveness and Planning Committee, and Student Services and Business Services representatives, will review the evaluation and planning processes established for student services and business services for their effectiveness in leading to the continuous improvement of student learning.	President; EVP; VP of Business Services; Dean of Student Services; Academic Senate President	Process review of Planning and Budgeting model	May 2011	Completed	Revise Planning and Budgeting model posted and distribute to campus personnel / committees
	<b>Recommendation(s)</b>	#2 – Communication Plan	President; EVP; VP of Business Services; Dean of Student Services; Academic Senate President	<ol style="list-style-type: none"> <li>1. Train all managers and Participatory Governance co-chairs on CQI processes with communication</li> <li>2. Train Administrative Assistants on preparing and posting minutes in a common format; and maintain monthly communication</li> <li>3. Prepare communication plan that includes:               <ol style="list-style-type: none"> <li>A. CQI processes</li> <li>B. General distribution to college community</li> <li>C. District Offices</li> <li>D. Board of Trustees</li> <li>E. Community</li> </ol> </li> <li>4. Share communication plan with faculty and staff during Flex Week</li> </ol>	August 2011	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Completed</li> <li>3. In progress</li> </ol>	<ol style="list-style-type: none"> <li>4. Posted minutes/ e-mails/forums/ results to:               <ul style="list-style-type: none"> <li>• Committee members</li> <li>• Academic Senate</li> <li>• Division/Department meetings</li> <li>• campus at large</li> <li>• Board of Trustees</li> <li>• District Offices</li> <li>• SharePoint</li> </ul> </li> </ol>
I.B.2	<b>Planning Agenda</b>	Continue to provide accomplishments with regard to the six District imperatives to the Board of Trustees annually.	President	<ol style="list-style-type: none"> <li>1. Prepare campus objectives based on Board goals matrix</li> <li>2. Distribute to campus</li> <li>3. Provide report to the Board</li> </ol>	July 2011	In progress	<ol style="list-style-type: none"> <li>1. Post matrix to SharePoint</li> <li>2. E-mail to campus committees and at large</li> <li>3. Report from Board Retreat</li> </ol>



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	Recommendation(s)	None	Responsible Party	Activity	Due Date	Status	Evidence/Location of Evidence
I.B.3	<b>Planning Agenda</b>	The Planning and Budgeting Committee, in consultation with the Academic Senate, the Program Effectiveness and Planning Committee, and Student Services and Business Services representatives, will <u>review the effectiveness of the evaluation and planning processes established for Student Services and Business Services</u> , in leading to the continuous quality improvement of student learning through student services and institutional processes.	EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT committees	Process review of Planning and Budgeting model	May 2011 – Initial Review  May 2012 – 2 <sup>nd</sup> Annual Review	Completed	1. Minutes of documented process and changes
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement #3 – SLOs #4 – Program Review/Multi-Year Approach	EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT committees	1. Evaluate current CQI process for PBC, Lot, Curriculum, Tech-Revise, as necessary 2. Train on CQI process 3. Require committees to follow CQI process	May 2011 – Initial Review  May 2012 – 2 <sup>nd</sup> Annual Review	#1 – Ongoing #2 – Completed #3 – Completed	
I.B.4	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
I.B.5	<b>Planning Agenda</b>	Conduct a public survey to assess communication with the public.	President; EVP	Conduct survey	August 2011	In progress	Completed survey and results
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
I.B.6	<b>Planning Agenda</b>	The College will review its college-specific research needs in light of recent College and District changes to ensure that processes are in place for systematic evaluation and planning to refine key processes and improve student learning. Following its participatory-governance processes, the College will review and modify, if warranted, the planning and resource allocation processes for non-instructional programs.	President; EVP; VP of Business Services; Academic Senate President	1. Identify data needs of participatory governance committees and campus programs 2. Identify list of college-wide assessments 3. Identify and provide needed data to all program review processes	June 2011	In progress	1. Documented data needs of participatory governance committees, campus programs, and program review processes  2. Document needs of college-wide assessments
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



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I.B.7	Planning Agenda	None	N/A	N/A	N/A	N/A	
	Recommendation(s)	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

### STANDARD II

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.A.1	<b>Planning Agenda</b>	By the end of Spring 2011, every program will have created a two-year assessment calendar to ensure assessment of course-level SLOs for all courses required for a degree. The implementation of eLumens software will facilitate completion of this calendar.	EVP; Deans; Faculty; LOT	<ol style="list-style-type: none"> <li>1. Create a two-year assessment of course-level SLOs for all courses required for a degree.</li> <li>2. Distribute calendar to all appropriate faculty</li> <li>3. Train LOT and other faculty in the use of eLumen</li> </ol>	May 2011	<ol style="list-style-type: none"> <li>1. Completed</li> <li>2. Completed</li> <li>3. Completed</li> </ol>	Developed Plan posted to LOT, faculty and SharePoint
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.1.a	<b>Planning Agenda</b>	The college will continue movement towards achieving "proficiency" of SLOs by Fall 2012.	EVP; Deans; Faculty	See II.A.1	August 2012	In progress	Developed Plan – documented assignment per plan
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.1.b	<b>Planning Agenda</b>	Through its participatory decision-making structure, the college will conduct a holistic review of online instruction and services.	EVP; Deans; Faculty	Distance Education Committee will conduct a holistic assessment and develop a plan	December 2011	In progress	Training and Orientation Plan  Developed Plan  Distance Education Agendas and Minutes
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



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II.A.1.c	<b>Planning Agenda</b>	<ol style="list-style-type: none"> <li>1) eLumen will be piloted in 2010-2011.</li> <li>2) Department Chairs and Division Deans will take the lead in completing the development of SLOs with help from the Office of Student Learning.</li> <li>3) LOT will develop a plan – to include training, coordination, and support - to achieve college-wide proficiency with student learning outcomes by 2012.</li> <li>4) LOT will be engaged with the use of eLumen to facilitate faculty development and assessment of student learning outcomes. Aided by division Deans and Department Chairs, LOT will facilitate the development of an assessment calendar for all courses currently being offered and/or revised for degree completion.</li> </ol>	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	<p>May 2011</p> <p>May 2011</p> <p>August 2011</p> <p>August 2011</p>	<p>#1 – Completed</p> <p>#2 – Completed</p> <p>#3- Completed</p> <p>#4 – Implementation 2011-2012</p>	<p>eLumen documentation</p> <p>SLO Assessment Calendars</p> <p>PSLO -&gt; ISLO mapping docs</p>
	<b>Recommendation(s)</b>	#3 – SLOs	<p>EVP; Deans; Faculty</p> <p>EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</p>	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	<p>May 2011</p> <p>August 2012</p>	See II.A.1.c	<p>eLumen documentation</p> <p>SLO Assessment Calendars</p> <p>PSLO -&gt; ISLO mapping docs</p>



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	<b>Recommendation(s)</b>	#4 – Program Review/Multi-Year Approach	EVP; Deans; Academic Senate President	1. College committees (PEPC, Student Services Leadership Team, and Business Services Council) will modify program review processes to incorporate multi-year review and CQI 2. Implementation of multi-year process for FY 2011-2012	1. May 2011 2. August 2012	See I.B.3	1. Agendas and minutes from various committees 2. Multi-year program review calendar
II.A.2	<b>Planning Agenda</b>	<ol style="list-style-type: none"> <li>1) eLumen will be piloted in 2010-2011.</li> <li>2) Department Chairs and division Deans will take the lead in completing the development of SLOs with help from the Office of Student Learning.</li> <li>3) LOT will develop a plan – to include training, coordination, and support - to achieve college-wide proficiency with student learning outcomes by 2012.</li> <li>4) LOT will be engaged with the use of eLumen to facilitate faculty development and assessment of student learning outcomes. Aided by division Deans and Department Chairs, LOT will facilitate the development of an assessment calendar for all courses currently being offered and/or revised for degree completion.</li> </ol>	EVP; Deans; Faculty	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	May 2011	#1 – Completed #2 – Completed #3- Completed #4 – Implementation 2011-2012	Developed Plan
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.2.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	



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	<b>Recommendation(s)</b>	#3 – SLOs #4 – Program Review/Multi-Year Approach	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	May 2011	See II.A.1.c and I.B.3	<ol style="list-style-type: none"> <li>1. Developed plan</li> <li>2. Developed plan</li> </ol>
II.A.2.b	<b>Planning Agenda</b>	The college will continue its efforts to achieve “proficiency” in the development and assessment of student learning outcomes, and where appropriate, draw upon relevant advisory committee input.	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	May 2011	See II.A.1.c and I.B.3	<ol style="list-style-type: none"> <li>1. Developed plan</li> <li>2. Developed plan</li> </ol>





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	<b>Recommendation(s)</b>	#3 – SLOs #4 – Program Review/Multi-Year Approach	1. EVP; Deans; Faculty  2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	May 2011	See II.A.1.c and I.B.3	1. Developed plan 2. Developed plan
II.A.2.c	<b>Planning Agenda</b>	As noted elsewhere, the college will continue progress towards achieving “proficiency” through the LOT Committee, in conjunction with division Deans and Department Chairs. A four-semester assessment calendar for all courses will be developed by the end of Spring 2011.	EVP; Deans; Faculty	1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	May 2011	See II.A.1.c and I.B.3	Developed Plan
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.2.d	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



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II.A.2.e	<b>Planning Agenda Recommendation(s)</b>	None #3 – SLOs #4 – Program Review/Multi-Year Approach	N/A 1. EVP; Deans; Faculty 2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	N/A 1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	N/A May 2011	N/A See II.A.1.c and I.B.3	Developed plan
II.A.2.f	<b>Planning Agenda</b>	Absent faculty coordinators for SLOs, the newly formed participatory-governance LOT committee, working in conjunction with division Deans and Department Chairs, will provide the needed structure to move to the “proficiency” level. The Learning Outcomes Team will continue to refine and facilitate development and assessment of Student Learning Outcomes at the section, course, and program levels.  This effort will be facilitated by the implementation of eLumen software which will help faculty to develop an assessment calendar for course and program level SLOs. Stronger linkage to the program review process will also enhance the assessment of all aspects on instruction.	EVP; Deans; Faculty	1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	May 2011	See II.A.1.c and I.B.3	Developed Plan



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	<b>Recommendation(s)</b>	#3 – SLOs	1. EVP; Deans; Faculty 2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	May 2011	See II.A.1.c and I.B.3	Developed plan
II.A.2.g	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	#3 – SLOs	1. EVP; Deans; Faculty 2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	1. Pilot eLumen software in 2010-2011 2. Complete the development of SLOs 3. Develop a plan to achieve college-wide proficiency with student learning outcomes. 4. Facilitate faculty development and assessment of student learning outcomes. 5. Facilitate development of an assessment calendar for all courses for degree completion.	May 2011	See II.A.1.c and I.B.3	Developed plan
II.A.2.h	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



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II.A.2.i	<b>Planning Agenda</b>	The Learning Outcomes Team, in conjunction with division Deans and Department Chairs, will facilitate an assessment of program-level SLOs by the end of the 2010-11 academic year. This effort will include the implementation of eLumens software. The Learning Outcomes Team will propose to the Program Effectiveness and Planning Committee that beginning with the 2010-11 academic year, Program SLO reports be coordinated with and included in the Program Effectiveness Planning review cycle.	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Pilot eLumen software in 2010-2011</li> <li>2. Complete the development of SLOs</li> <li>3. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>4. Facilitate faculty development and assessment of student learning outcomes.</li> <li>5. Facilitate development of an assessment calendar for all courses for degree completion.</li> </ol>	May 2011	See II.A.1.c and I.B.3	<ol style="list-style-type: none"> <li>1. Minutes of documented process and changes</li> </ol>
	<b>Recommendation(s)</b>	#4 – Program Review/Multi-Year Approach	See I.B.3	See I.B.3	See I.B.3	See I.B.3	
II.A.3	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.3.a	<b>Planning Agenda</b>	The General Education Subcommittee of the Curriculum Committee will complete development of SLOs for each area within the general education pattern and develop an assessment cycle. The program-level SLOs will be mapped with the institutional SLOs and assessed accordingly.	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete the development of SLOs</li> <li>2. Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>3. Facilitate faculty development and assessment of student learning outcomes.</li> <li>4. Develop assessments/cycles for GE SLOs, program level SLOs and institutional level SLOs.</li> </ol>	May 2011	<ol style="list-style-type: none"> <li>1. Completed 2-4. to be completed in the 2011-2012 Academic Year.</li> </ol>	Developed Plan



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	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.3.b	<b>Planning Agenda</b>	The General Education Subcommittee of the Curriculum Committee will complete development of SLOs for each area within the general education pattern and develop an assessment cycle. The program-level SLOs will be mapped to the institutional SLOs and assessed accordingly.	1. EVP; Deans; Faculty 2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	1) Complete the development of SLOs 2) Develop a plan to achieve college-wide proficiency with student learning outcomes. 3) Facilitate faculty development and assessment of student learning outcomes. 4) Develop assessments/cycles for GE SLOs, program level SLOs and institutional level SLOs.	May 2011	1. Completed 2-4. to be completed in the 2011-2012 Academic Year.	Developed Plan
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.A.3.c	<b>Planning Agenda</b>	The General Education Subcommittee of the Curriculum Committee will complete development of SLOs for each area within the general education pattern and develop an assessment cycle. The program-level SLOs will be mapped with the institutional SLOs and assessed accordingly.	<ol style="list-style-type: none"> <li>1. EVP; Deans; Faculty</li> <li>2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees</li> </ol>	<ol style="list-style-type: none"> <li>1) Complete the development of SLOs</li> <li>2) Develop a plan to achieve college-wide proficiency with student learning outcomes.</li> <li>3) Facilitate faculty development and assessment of student learning outcomes.</li> <li>4) Develop assessments/cycles for GE SLOs, program level SLOs and institutional level SLOs.</li> </ol>		1. Completed 2-4. to be completed in the 2011-2012 Academic Year.	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.4	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.5	<b>Planning Agenda</b>	The college will develop and implement a process to track students' success on licensure exams as a way to document students' successful demonstration of technical and professional competencies.	EVP; Dean of CTE	Develop a process to track data of licensure exam pass rates	Spring 2012	Dental, EMT, Culinary, Computer Networking, Auto Tech, Child Development have some data available	ACCJC Annual Report Perkins Core Indicator Reports
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.A.6	<b>Planning Agenda</b>	1) The 2011-2012 <u>Catalog</u> will include an explanation of the link between Institutional SLOs/Core Competencies and program/degree requirements.  2) Prior to each semester, the Office of Student Learning will disseminate to all faculty expectations for minimum standards for course syllabi along with instructions for accessing Course Outlines of Record. The Office of Student Learning will also request that all faculty provide copies of their syllabi to their respective deans' offices each semester. Copies of syllabi are vital to ensure that not only are students being provided with a syllabus for each class but also to ensure that the course objectives are consistent with the approved Course Outline of Record.	1. EVP; Deans; Faculty  2. EVP; VP of Business Services; Dean of Student Services; Co-Chairs of the PBC, LOT and Curriculum committees	1. Included explanation in 2011-2012 Catalog of connection between institutional SLOs and degree requirements  2. Revised and distributed faculty handbook which included explanation and expectation regarding syllabi  3. Discussed at Department Chair meetings	May 2011	Completed	2011-2012 Catalog Faculty Handbook Department Chair Agendas and Minutes
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.6.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.6.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.6.c	<b>Planning Agenda</b>	The college website will be reviewed on an annual basis to ensure the accuracy of all information, especially the college's mission, programs and services.	President	Identify and implement process to update website annually	July 2011	Website update in progress	Work plans Campus website
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.7	<b>Planning Agenda</b>	The Office of Student Learning will update the Faculty Handbook annually and disseminate hard copies to all faculty, in addition to posting the most current version on the college website.	EVP	1. Update Faculty Handbook annually 2. Disseminate copies of handbook to all faculty	Fall 2010 and annually thereafter	Completed	Faculty Handbook
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.7.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.A.7.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.7.c	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.A.8	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.1	<b>Planning Agenda</b>	#7 – Support Services to All Students <i>(regardless of location or mode of delivery)</i>	EVP; Deans	1. Survey students and faculty on distance education offerings to evaluate and increase options. 2. Implement online advising, tutoring and support systems.	1. Survey conducted Fall 2011 2. Implementation in 2011-2012	1. Identified mentors and offered training to all faculty interested in teaching online. 2. agilegrad was piloted with full implementation in Fall 2011. 3. Online tutorial for all students. 4. Student Services website being updated in Summer/ Fall 2011	
	<b>Recommendation(s)</b>	None					
II.B.2	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.2.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.2.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.2.c	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	





## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.2.d	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3	<b>Planning Agenda</b>	Refer to the Planning Agenda for II.B.3.e. (II.B.3.e. - English, ESL, and math faculty, in conjunction with the Transitional Studies Committee and the Student Success Committee, will address the need for assessment-instrument validation to make more effective course placement recommendations with those responsible for the college's research function.)	EVP; Deans; Transitional Studies and Student Success Co-Chairs	<ol style="list-style-type: none"> <li>1. Develop a validation study process</li> <li>2. Conduct the validation study</li> <li>3. Assess the findings from the validation study</li> <li>4. Implement cut scores</li> </ol>	Spring 2012	Plan has been developed with researcher identified	Transitional Studies Committee Agendas and Minutes  Research Plan
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement #4 – Program Review/Multi-Year Approach	See I.A.1 and I.B.3	See I.A.1 and I.B.3	See I.A.1 and I.B.3	See I.A.1 and I.B.3	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.B.3.a	<b>Planning Agenda</b>	#7 – Support Services to All Students <i>(regardless of location or mode of delivery)</i>	EVP; Deans	<ol style="list-style-type: none"> <li>1. Survey students and faculty on distance education offerings to evaluate and increase options.</li> <li>2. Implement online and advising, tutoring and support systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey conducted Fall 2011</li> <li>2. Implementation in 2011-2012</li> </ol>	<ol style="list-style-type: none"> <li>1. Identified mentors and offered training to all faculty interested in teaching online.</li> <li>2. Agilegrad was piloted with full implementation in Fall 2011.</li> <li>3. Online tutorial for all students.</li> <li>4. Student Services website being updated in Summer/ Fall 2011</li> </ol>	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3.c	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3.d	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3.e	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.B.3.f	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
II.B.4	<b>Planning Agenda</b>	#1 – Continuous Quality Improvement #3 – SLOs #4 – Program Review/Multi-Year Approach	See II.A.1.6	See II.A.1.6	See II.A.1.6	See II.A.1.6	See II.A.1.6
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.C.1	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	#7 – Support Services to All Students <i>(regardless of location or mode of delivery)</i>	EVP; Deans	<ol style="list-style-type: none"> <li>1. Survey students and faculty on distance education offerings to evaluate and increase options.</li> <li>2. Implement online and advising, tutoring and support systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey conducted Fall 2011</li> <li>2. Implementation in 2011-2012</li> </ol>	<ol style="list-style-type: none"> <li>1. Identified mentors and offered training to all faculty interested in teaching online.</li> <li>2. Agilegrad was piloted with full implementation in Fall 2011.</li> <li>3. Online tutorial for all students.</li> <li>4. Student Services website being updated in Summer/Fall 2011</li> </ol>	
II.C.1.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.C.1.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.C.1.c	<b>Planning Agenda</b>						



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
	<b>Recommendation(s)</b>	#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
II.C.1.d	<b>Planning Agenda Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.C.1.e	<b>Planning Agenda Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
II.C.2	<b>Planning Agenda Recommendation(s)</b>	#1 – Continuous Quality Improvement #3 – SLOs #4 – Program Review/Multi-Year Approach	See II.A.1.6	See II.A.1.6	See II.A.1.6	See II.A.1.6	See II.A.1.6
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

### STANDARD III

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
III.A.1	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.1.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.1.b	<b>Planning Agenda</b>	College management has developed time sensitive schedules to complete all evaluations in accordance with the two employee bargaining agreements.	President; EVP; VP of Business Services; Deans; Directors	Identify evaluation schedules for faculty and staff evaluations	June 2011	1. All classified and administrator personnel evaluations are up-to-date as of June 30, 2011. 2. Plan to evaluate all full and part-time faculty has been developed; first semester evaluations are complete.	Evaluations completed as scheduled via matrix documentation
	<b>Recommendation(s)</b>	#6 – Systematic Personnel Evaluations (established by District policy)	President; EVP; VP of Business Services; Deans; Directors	Identify evaluation schedules for faculty and staff evaluations	June 2011	Completed	
		D#4 – Assess Effectiveness of Formal Communication					
III.A.1.c	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
III.A.1.d	<b>Planning Agenda</b>	An Administrative Procedure for the Employee Code of Ethics will be developed during the 2010-11 academic year.	Chancellor	Draft the Administrative Procedure	Fall 2011	Drafted procedures going through the approval process.	
	<b>Recommendation(s)</b>	None					
III.A.2	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
III.A.3	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	D#4 – Assess Effectiveness of Formal Communication					
		D#6 – Board Establishment and Adherence to Written Policies and Procedures					
III.A.3.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.3.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.4	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.4.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.4.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.4.c	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	D#6 – Board Establishment and Adherence to Written Policies and Procedures					
III.A.5	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.5.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	



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			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.5.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.A.6	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
		#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
III.B.1	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.B.1.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.B.1.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.B.2	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
III.B.2.a	<b>Planning Agenda</b>	Total cost of ownership considerations will be included in the FMP at the next revision.					
	<b>Recommendation(s)</b>	#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
III.B.2.b	<b>Planning Agenda</b>	None					



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			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
	<b>Recommendation(s)</b>	#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
III.C.1	<b>Planning Agenda</b>	The Technology Committee will address, review and update the Oxnard College strategic technology plan during the 2010-2011 academic year.					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified





## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
III.C.1.a	<b>Planning Agenda</b>	<p>The district portal provides many opportunities for professional growth in the area of technology, however more training and publicity is needed to inform employees of what is available. The college administration will work with IT to develop higher profile training materials and additional training opportunities.</p> <p>Technology budgets will continue to be reviewed and analyzed as one-time funding sources end. Sustaining the existing and planned technology will be a priority.</p> <p>New technologies, such as desktop and application virtualization and cloud computing, will be considered as possible solutions to increase efficiency in order to maintain the ever-growing technology infrastructure.</p> <p>The college will need to address the funding of the Instructional Technologist position when the STEM grant ends in late 2011.</p>	<ol style="list-style-type: none"> <li>1. President's Cabinet</li> <li>2. Associate Vice Chancellor of IT; Vice President of Business Services</li> <li>3. Associate Vice Chancellor of IT; Director of Technology</li> <li>4. President; Executive Vice President</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinate with the District to provide training in regards to the portal.</li> <li>2. Integrate IT budgets at the District in concert with the campus</li> <li>3. To develop a plan to implement virtualization and cloud computing</li> <li>4. When STEM grant ends this position is picked up by the Title V coop grant – built in, by the end of the five year grant the position will be fully institutionalized</li> </ol>	<ol style="list-style-type: none"> <li>1. September 2011</li> <li>2. July 2011 (annual review)</li> <li>3. Fall 2012</li> <li>4. Stage 1 – October 2011; Stage 2 – October 2015</li> </ol>	<ol style="list-style-type: none"> <li>1. Training opportunities will be made available during Flex Week August 2011.</li> <li>2. 2011 budgets include the IT budgets</li> <li>3. Thin client desktops have been integrated into the OE-2/3 classrooms</li> <li>4. Stage 1 will be completed October 1, 2011</li> </ol>	
	<b>Recommendation(s)</b>	None					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
III.C.1.b	<b>Planning Agenda</b>	<p>Training of faculty on the new Desire2Learn learning management system will continue.</p> <p>The training available to faculty and staff will be made more public through flex activities and other college-wide announcements to allow all users to take advantage of the training titles available.</p> <p>District IT is exploring options to offer additional help desk support for all online faculty and students during non-traditional hours. The vast majority of requests for assistance occur in the week prior and the first few weeks of the fall and spring semesters. Adding evening support during those time periods is being evaluated from a cost and logistical standpoint.</p>	<p>1-2. Instructional Technologist</p> <p>3. Associate Vice Chancellor of IT; Director of Technology Services</p>	<p>1-2. Training provide through scheduled workshops</p> <p>3. Provide help desk support at strategic times as well as evenings</p>	<p>1-2. Fall 2011</p> <p>3. Fall 2011</p>	<p>1-2. Training being implemented in Flex Week and ongoing</p> <p>3. In progress</p>	
	<b>Recommendation(s)</b>	None					
III.C.1.c	<b>Planning Agenda</b>	<p>The current Oxnard College strategic technology plan will be revised and updated during the 2010-2011 academic year.</p> <p>The mission and the composition of the college Technology Committee will be revisited during the fall 2010 semester, with the recommended changes made after the review.</p> <p>Technology budgets will continue to be reviewed and analyzed as one-time funding sources end. Sustaining the existing and planned technology will be a priority.</p>	<p>1. Technology Committee</p> <p>2. Executive Vice President of Instruction</p> <p>3. Copy IIIC1a</p>	<p>1. Update the campus Technology Plan</p> <p>2. Evaluate the mission and composition of the Committee</p> <p>3. copy IIIC1a</p>	<p>1. Fall 2011</p> <p>2. Fall 2010</p> <p>3. copy IIIC1a</p>	<p>1. Plan being finalized</p> <p>2. completed (administrative co-chair to be changed Fall 2011 – VPBS)</p> <p>3. copy IIIC1a</p>	
	<b>Recommendation(s)</b>	None					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
III.C.1.d	<b>Planning Agenda</b>	The effectiveness of the district reorganization and consolidation of technology services will be evaluated during the 2010-2011 academic year.  Funding from the STEM grant for the Instructional Technologist position is currently scheduled to end in October of 2011. The college will need to address the funding of this position when the STEM grant ends in late 2011.	1. Associate Vice Chancellor of Technology 2. President; Executive Vice President	1. Evaluate the effectiveness of District-wide technology services 2. When STEM Grant ends this position is picked up by the title V Coop Grant – built in, by the end of the five-year grant the position will be fully institutionalized	1. Summer 2011 2. Stage 1 – October 2011; Stage 2 – October 2015		
	<b>Recommendation(s)</b>	None					
III.C.2	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
III.D.1	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.D.1.a	<b>Planning Agenda</b>	PEPC, the Student Services Leadership Team, the Business Services Council, and the PBC, will review their operating processes and documents to assure that the college mission remains visibly central to college planning.	Executive Vice President; Vice President of Business Services	Evaluate operating processes	Summer 2011	Completed	
	<b>Recommendation(s)</b>	None					
III.D.1.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
III.D.1.c	<b>Planning Agenda</b>	The college must continue to work with the district to address long-term liabilities, including the total cost of ownership of new college buildings.	Vice President of Business Services	Integrated operational and building costs into the Resource Allocation Model	July 2011	Completed	



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			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
	<b>Recommendation(s)</b>	#5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	1. Integrate Library/LRC resource requirements into Resource Allocation Model 2. Hire a Library Resources Supervisor	Fall 2011	Completed	Library Resources Budget
III.D.2.a	<b>Planning Agenda Recommendation(s)</b>	None #5 – Capital Planning & Resource Allocation/Total Cost of Ownership	President; VP of Business Services	Integrated utilities and other operating costs of new buildings into the Resource Allocation Model	Fall 2011	Completed	
III.D.2.b	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.2.c	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.2.d	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.2.e	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.2.f	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.2.g	<b>Planning Agenda Recommendation(s)</b>	None None	N/A N/A	N/A N/A	N/A N/A	N/A N/A	
III.D.3	<b>Planning Agenda Recommendation(s)</b>	None #1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

Recommendation #1	Recommendation #2	Recommendation #3	Recommendation #4	Recommendation #5	Recommendation #6	Recommendation #7
The District, in concert with the three colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the college to college responsibilities, and that also incorporate the relationship of major District and college committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. <i>(Standards IV.B.3.a, IV.B.3.b, IV.B.3.g)</i>	The District, in concert with the three colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. <i>(Standard IV.B.1.e)</i>	The District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and District-wide operations. <i>(Standard IV.B.3)</i>	The District assess effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. <i>(Standards III.A.1.b, III.A.3, IV.B.3)</i>	The Board of Trustees shall complete an analysis of its self-assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. <i>(Standards IV.B.1.g)</i>	The Board of Trustees shall establish and adhere to clearly written policies and corresponding procedures to ensure that decision-making is equitably and consistently administered across and within the three colleges. <i>(Standards III.A.3.a, III.A.4.c, IV.B.1.b-c)</i>	The Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District colleges. <i>(Standards IV.A.3, IV.B.1.e-g)</i>

### STANDARD IV – District Team Recommendations

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
IV.A.1	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
IV.A.2.a	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.A.2.b	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.A.3	<b>Planning Agenda</b>	None					



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			<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
	<b>Recommendation(s)</b>	#2 – Communication Plan	President; EVP; VP of Business Services; Dean of Student Services; Academic Senate President	1. Train all managers and Participatory Governance co-chairs on CQI processes with communication 2. Train Administrative Assistants on preparing and posting minutes in a common format; and maintain monthly communication 3. Prepare communication plan that includes: A. CQI processes B. General distribution to college community C. District Offices D. Board of Trustees E. Community 4. Share communication plan with faculty and staff during Flex Week	August 2011	1. In progress 2. Completed 3. In progress	4. Posted minutes/ e-mails/forums/ results to: <ul style="list-style-type: none"> <li>• Committee members</li> <li>• Academic Senate</li> <li>• Division/Department meetings</li> <li>• campus at large</li> <li>• Board of Trustees</li> <li>• District Offices</li> <li>• SharePoint</li> </ul>
		D#7 – Board of Trustee Professional Development					
IV.A.4	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.A.5	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
IV.B.1.a	<b>Planning Agenda</b>	The Chancellor will provide more staff information to Trustees regarding the broader district needs and implications of staff recommendations in order to diminish fractional or narrowly focused decision-making.					
	<b>Recommendation(s)</b>	None					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
IV.B.1.b	<b>Planning Agenda</b>	The employees will be surveyed again to assess the degree to which the implementation of Board Policy 2434 has diminished the perception that the Board can occasionally stray from its policy role into operational matters.					
	<b>Recommendation(s)</b>	D#6 – Board Establishment and Adherence to Written Policies and Procedures					
IV.B.1.c	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	D#6 – Board Establishment and Adherence to Written Policies and Procedures					
IV.B.1.d	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.B.1.e	<b>Planning Agenda</b>	The Board will designate a review cycle to ensure that all policies and procedures continue to be revised in a timely manner.					
	<b>Recommendation(s)</b>	D#2 – Review of District Policies and Procedures D#7 – Board of Trustee Professional Development					
IV.B.1.f	<b>Planning Agenda</b>	Board education will continue in the form of orientations, training sessions, and conference attendance.					
	<b>Recommendation(s)</b>	D#7 – Board of Trustee Professional Development					
IV.B.1.g	<b>Planning Agenda</b>	The survey of the Board will be distributed in July 2010, in accordance with established procedure. The data will be compiled in August 2010, and an agendized discussion of the findings will take place in September 2010.					
	<b>Recommendation(s)</b>	D#5 – Board Self Assessment D#7 – Board of Trustee Professional Development					
IV.B.1.h	<b>Planning Agenda</b>	An administrative procedure will be developed to support the implementation of Board Policy 2715.					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
	<b>Recommendation(s)</b>	None					
IV.B.1.i	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.B.1.j	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.B.1.k	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.B.2.a	<b>Planning Agenda</b>	The adjustments made to the organizational structure in 2009-10 will be assessed during the 2010-11 academic year, and minor changes will be made as necessary to improve functionality.					
	<b>Recommendation(s)</b>						
IV.B.2.b	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	#1 – Continuous Quality Improvement	All Management/ Faculty	1. Develop integrated mapping matrix 2. Develop CQI Tool Box	May 2011	In progress	Matrix posted to SharePoint integrated in each Standard identified
IV.B.2.c	<b>Planning Agenda</b>	None	N/A	N/A	N/A	N/A	
	<b>Recommendation(s)</b>	None	N/A	N/A	N/A	N/A	
IV.B.2.d	<b>Planning Agenda</b>	Given the continued prospect of declining budgets, an additional budget forum will be added to the fall semester. Additionally, the current Planning/Budget model will be thoroughly reviewed during the 2010-11 academic year.					
	<b>Recommendation(s)</b>	None					
IV.B.2.e	<b>Planning Agenda</b>	None					





## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

	<b>Recommendation(s)</b>		<b>Responsible Party</b>	<b>Activity</b>	<b>Timeline</b>	<b>Status</b>	<b>Evidence/Location of Evidence</b>
		#2 – Communication Plan	President; EVP; VP of Business Services; Dean of Student Services; Academic Senate President	<ol style="list-style-type: none"> <li>1. Train all managers and Participatory Governance co-chairs on CQI processes with communication</li> <li>2. Train Administrative Assistants on preparing and posting minutes in a common format; and maintain monthly communication</li> <li>3. Prepare communication plan that includes:               <ol style="list-style-type: none"> <li>A. CQI processes</li> <li>B. General distribution to college community</li> <li>C. District Offices</li> <li>D. Board of Trustees</li> <li>E. Community</li> </ol> </li> <li>4. Share communication plan with faculty and staff during Flex Week</li> </ol>	August 2011	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Completed</li> <li>3. In progress</li> </ol>	<ol style="list-style-type: none"> <li>4. Posted minutes/ e-mails/forums/ results to:           <ul style="list-style-type: none"> <li>• Committee members</li> <li>• Academic Senate</li> <li>• Division/Department meetings</li> <li>• campus at large</li> <li>• Board of Trustees</li> <li>• District Offices</li> <li>• SharePoint</li> </ul> </li> </ol>



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
IV.B.3.a	<b>Planning Agenda</b>	<p>The Board will communicate its expectations of educational excellence and integrity by adopting more and strengthened policies in the following areas: associate degree and certificate credit requirements; credit hour limits for associate degrees and career certificates; discontinuance of programs and courses which have not been regularly offered.</p> <p>The Board will develop a policy and procedural mechanism to review tenure recommendations where disagreements exist between college administration and tenure committees.</p> <p>In order to enhance the effective operation of the colleges, the district Human Resources Division will review its HR Toolbox for strengthened and consistent user-friendly guidelines in approaching standard employment activities, such as hiring, employee classification, and evaluation.</p> <p>Human Resources will establish and keep reasonable timelines for basic, ongoing, and repetitive functions, such as recruitment and testing, evaluation, and termination.</p>					
	<b>Recommendation(s)</b>	<p>D#1 – Organizational Mapping</p> <p>D#3 – Outcomes Assessment and Analysis</p> <p>D#4 – Assess Effectiveness of Formal Communication</p>					
IV.B.3.b	<b>Planning Agenda</b>	<p>By spring 2011, a data driven program review system for assessing all district services, DTRW, and DCSL will be implemented.</p>					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
	<b>Recommendation(s)</b>	D#1 – Organizational Mapping D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					
IV.B.3.c	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					
IV.B.3.d	<b>Planning Agenda</b>	None					
	<b>Recommendation(s)</b>	D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					
IV.B.3.e	<b>Planning Agenda</b>	<p>The Board will adopt strengthened academic and program standards through collegial consultation with the Academic Senates informed by local administrative perspectives.</p> <p>Recommendations from the three independent colleges pertaining to faculty academic and professional matters will contain comment from appropriate campus administrators and presidents regarding the adequacy of proposals.</p> <p>Administrative oversight of faculty proposals within DCSL and DTRW will be strengthened by assessing them for overall effectiveness in meeting student needs. Academic matters taken to the Board for action will contain the primary recommendation of the Academic Senate and the college President or his designee, such as the Executive Vice President of Student Learning.</p>					



## 2011 ACCREDITATION EVALUATION TEAM VISIT RECOMMENDATIONS RESPONSE MATRIX

			Responsible Party	Activity	Timeline	Status	Evidence/Location of Evidence
	<b>Recommendation(s)</b>	D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					
IV.B.3.f	<b>Planning Agenda</b>	<p>The BoardDocs system will be fully implemented by the end of the fall 2010 semester.</p> <p>The Office of Administrative Relations will conduct a publications audit, develop an annual report to the community or other signature publication, and create a district-wide newsletter.</p> <p>An online style guide will be developed for employee access and use.</p> <p>The Office of Administrative Relations will assess approaches to providing technical support necessary to maintain technological communications.</p> <p>District governance bodies covered by the Brown Act will post meeting agendas and minutes on the district website for public access.</p>					
	<b>Recommendation(s)</b>	D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					
IV.B.3.g	<b>Planning Agenda</b>	By spring 2011, a data driven program review system for assessing all District services will be implemented.					
	<b>Recommendation(s)</b>	D#1 – Organizational Mapping D#3 – Outcomes Assessment and Analysis D#4 – Assess Effectiveness of Formal Communication					