

# IMPERIAL VALLEY COLLEGE

Institutional Self Study for  
Reaffirmation of Accreditation

ADDENDUM

August 31, 2007  
*(Replaces the March 12, 2007 Addendum)*

Submitted to:  
Accrediting Commission for Community  
and Junior Colleges of the  
Western Association of Schools and Colleges

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## Student Learning Outcomes

The Student Learning Outcomes (SLO's) as adopted by the Academic Senate are in the process of being developed by the college community. Each area within the campus community was invited to attend the February 9, 2007 workshop on integrating student learning outcomes across the campus. The event was well attended by a cross section of the campus community. Separate workshops for faculty, student services, administration and business services were held. Each group felt the event was helpful in understanding how to integrate the student learning outcomes into their areas.

Another successful workshop was conducted on April 20, 2007. The IVC Academic Senate, Office for Academic Services and the Office for Applied Sciences sponsored a workshop on "Accountability and Achievement at Imperial Valley College through Student Learning Outcomes" which was attended by representatives of all campus groups. Our guest facilitator was Dr. Norena Badway.

Various activities have taken place since December 2006:

- The Past Academic Senate President, Dr. Dennis Carnes, led discussion sessions at several division meetings throughout 2006-2007.
- Pilot programs under the direction of the Academic Senate were conducted by faculty teaching Speech 100 and Mathematics 90 this spring.
- The ESL department held an initial workshop on student learning outcomes and worked on integrating these outcomes into their curriculum in spring 2007.
- The Political Science faculty mapped out a plan for incorporating SLO's into their course outlines and syllabi for fall 2007.
- Several Applied Science program faculty members have attended a series of workshops on student learning outcomes.
- The Nursing Division has integrated all five student learning outcomes throughout the nursing curriculum. Student Learning Outcome competencies are evaluated with the clinical evaluation tool in the fourth semester.

At the end of the spring 2007 semester, the Academic Senate appointed division chairs to act as the SLO Committee for faculty. After receiving faculty input and working with the Vice President for Academic Services and instructional deans, the following goals and objectives were developed for 2008-2012:

**Goal 1:** Student Learning Outcomes will be integrated across the curriculum at the course level.

Objective 1a: Department faculty will collaboratively identify one student learning outcome from existing course outline of record for one gatekeeper course.

Objective 1b: Department faculty will decide what evidence of learning to accept (test, project, essay, etc.).

Objective 1c: Department faculty will decide how evidence will be evaluated (rubric).

Objective 1d: Department faculty will decide what constitutes a satisfactory performance on this assignment.

Objective 1e: Each department will implement assignment and its assessment in all sections taught by full time and adjunct faculty.

Objective 1f: Department faculty teaching the gateway courses will gather assessment evidence at the end of the semester and store it in agreed upon location.

Objective 1g: As a group, full time and adjunct faculty will discuss if the rate of progress for students is realistically sufficient and agree on research-based strategies (contextualize) to improve student learning and submit a summary of progress to the SLO Committee.

Objective 1h: Faculty will implement improvement strategies, then at the end of the semester assess student learning outcomes to determine if progress is sufficient or requires further improvement strategies. If success has been met, faculty will move on to the next student learning outcome in the gateway course.

**Goal 2:** Instructional divisions will develop retention strategies for “at risk” students.

Objective 2a: Faculty will review withdrawal data and failure rates and develop trend data beginning 2008 and continuing through 2012 to determine at risk areas within key courses.

Objective 2b: Faculty will work with Student Services to implement an early alert process to identify at risk students and develop services to improve their success continuing through 2012.

Objective 2c: The District will work with appropriate representatives to secure released time for program academic advisors by spring 2010, and faculty members will serve as academic advisors for the divisions by spring 2011.

**Goal 3:** Instructional faculty will collaborate with other educational institutions in Imperial County on core general education and applied science curriculum to establish continuity between institutions.

Objective 3a: Faculty will work with the articulation officer to organize meetings with high school and IVROP counterparts to determine key curriculum issues by fall 2008.

Objective 3b: Faculty will work with high school and IVROP faculty to identify key requirements for departments identified by faculty by fall 2009.

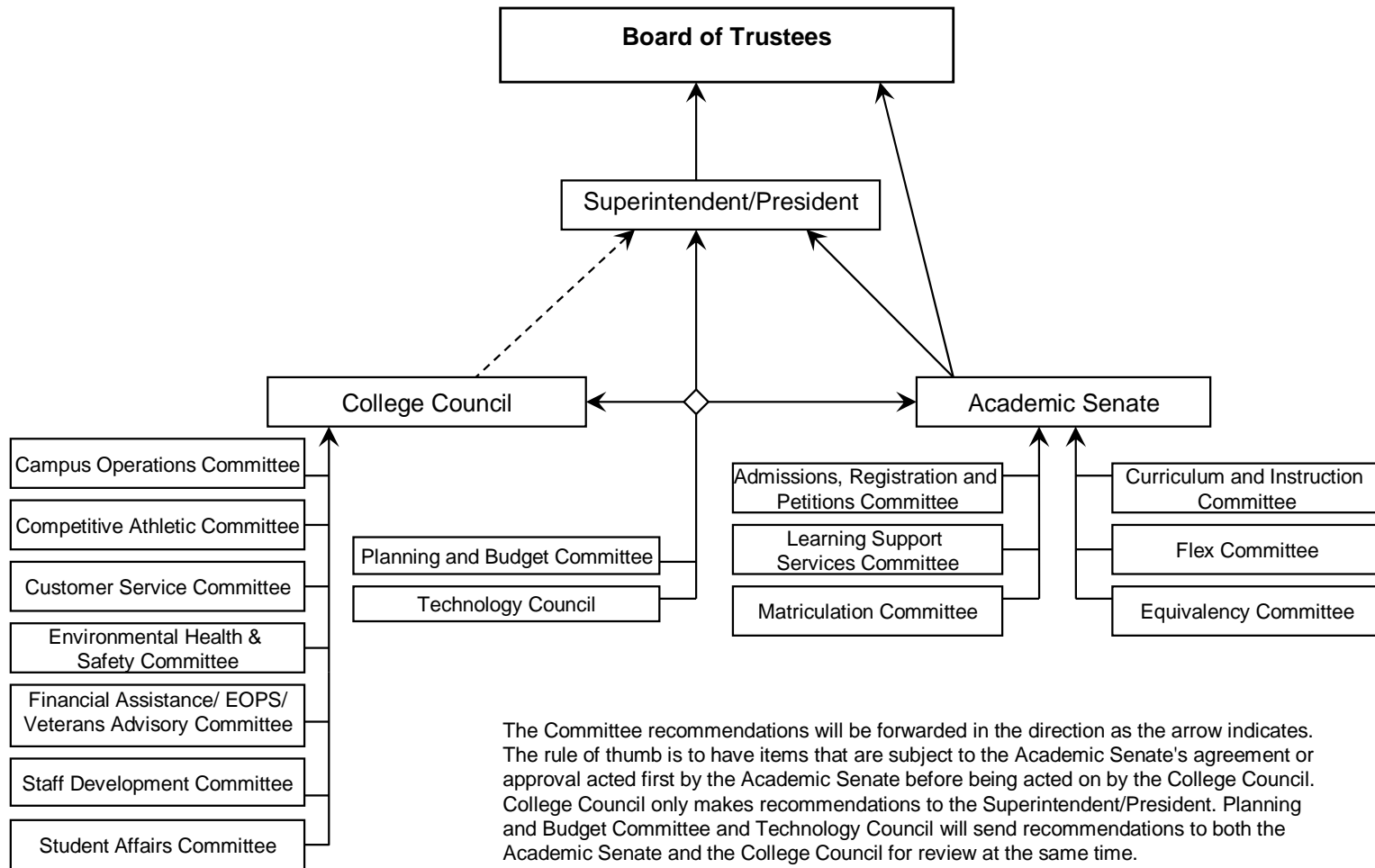
Objective 3c: Processes will be developed to facilitate student progress in departments identified by division faculty by spring 2011.

## **Profile Committee Flow Chart**

The College was without a documented flow chart of its standing committees. Therefore, the Superintendent/President took the initiative last year to work first with the Academic Senate President and College Council Chair on a draft. Meanwhile, the standing committees were asked by the President's Office to review their respective purposes, refine them, and recommend composition, frequency of meetings, subject area of jurisdiction, and reporting lines. The end result was presented to the Administrative Council for input, the Academic Senate for approval, and then College Council for its recommendation to the Superintendent/President. Worthy comments for modifications were all incorporated during the process. The Board approved the chart at their March 21, 2007 meeting (See Doc. A.a.1).

# STANDING COMMITTEES

## Flow Chart



The Committee recommendations will be forwarded in the direction as the arrow indicates. The rule of thumb is to have items that are subject to the Academic Senate's agreement or approval acted first by the Academic Senate before being acted on by the College Council. College Council only makes recommendations to the Superintendent/President. Planning and Budget Committee and Technology Council will send recommendations to both the Academic Senate and the College Council for review at the same time.

## **Standard One Institutional Mission and Effectiveness**

### **Extended Campus Program**

The Extended Campus is in final negotiations to relocate the El Centro Center to a new 16,000 square foot facility located along the main thoroughfare in the City of El Centro. The preliminary plans include 7 classrooms, 3 health labs, a large computer lab, administrative and counseling offices, and the integration of the Small Business Development Center facilities into the El Centro Center. The Allied Health programs as well as Paramedic and EMT programs will be relocated to the El Centro Center to allow for the expansion of nursing programs within the main campus.

### **Governance and Decision-Making Processes/Mission Statement**

The 2007 Self Study outlined the process used to review IVC's mission statement and link it to institutional goals through a community-based strategic planning process.

Since the Self Study was written, IVC has launched a new strategic planning project that will involve members of the campus community as well as the broader community. The goals are to review the college's current mission statement in light of Student Learning Objectives, foster two-way communication with all stakeholders and develop institutional, Master Plan goals for 2009-2012.

In May, an on-campus steering committee, consisting of students, administrators, faculty and classified employees was formed to coordinate the process. Three on-campus focus groups helped in the initial phase of the information-gathering process.

Two additional on-campus focus groups will be held in September. They will be followed by 12 meetings throughout the Imperial Valley Community College District from September 2007 through November 2007 – one in each community served by the District. The IVC Website will also be used to gather information as well as to post notes from each of the focus groups.

As in the 2003 process, the focus groups will be used to gather input from all stakeholders. This time, emphasis will be on a "grassroots" evaluation of IVC and its capabilities in light of institutional SLO's. Focus groups will also evaluate future requirements, such as increased faculty hiring, potential current program improvements, and the development of new academic programs to accommodate the growing needs of the Imperial Valley.

A community wide "Education Summit" has been scheduled for February at which time community members will join on-campus stakeholders to set priorities based upon the information gathered in the Focus Groups.

From those priorities, IVC's current Mission Statement will be reevaluated and new three-year institutional goals will be established. They will be in place in time for the 2009-2012 budget process (See Doc. A.a.2).

### **Improving Institutional Effectiveness**

As noted on the 2007 self study, a primary focus of institutional improvement is on the development of Student Learning Outcomes (SLO). The Board of Trustees have designated the faculty, through the Academic Senate, as the primary drivers for the development of these SLOs. The college, however, also understands SLOs require an institutional commitment across all levels of the organization. To understand and promote the institutional value of SLOs, the college conducted two one-day college wide workshops on SLOs. All branches of the college were invited to participate.

On February 9, 2007, a campus wide SLO workshop was conducted focusing specifically on student, academic, and administrative services. Marcy Alan Craig from Cabrillo College, Sue Granger-Dickson from Bakersfield College, and Dr. Linda Umbdenstock from Long Beach City College facilitated a general introduction for all attendees and individual breakout sessions (See Doc. A.a.3). These individuals were selected to facilitate these workshops based on their individual expertise on SLOs.

The outcome of these sessions included suggestions on the generation of SLOs from diverse perspectives. More importantly, the workshop provided a clearer understanding of the value of SLOs across the entire institution and the role that everyone at the college plays in student learning.

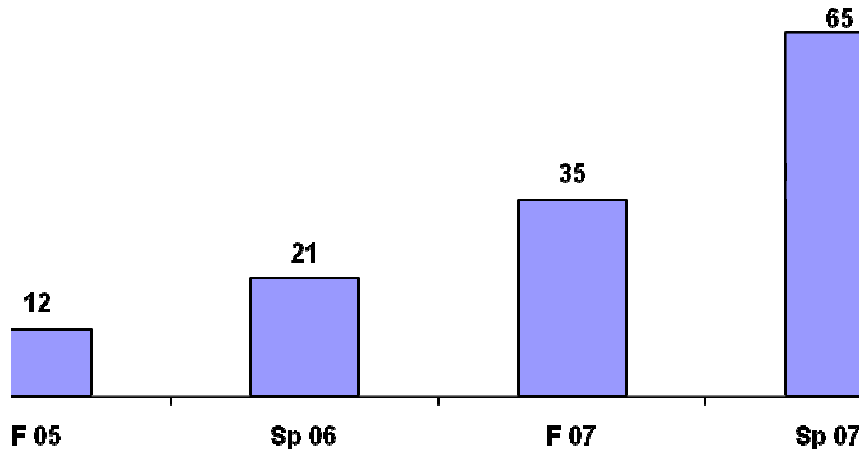
Another SLO workshop was conducted on April 20, 2007, with Dr. Norma Badway from the University of Pacific. Dr. Badway is also a national presenter on SLOs. Dr. Badway's presentation focused on accountability and achievement (See Doc. A.a.4).

These two workshops demonstrate the ongoing institutional commitment for continuous improvement through inclusiveness across all college departments and a focus on student learning.



## Development and Expansion of Continuing/Non-Credit Education

Development and expansion of continuing/non-credit education was identified as “in progress” in the self-study. Although continuous growth in these areas continues to be an institutional goal, significant progress has been made in non-credit in terms of course development and FTES generation. Since its inception in the fall 2005 semester, 2441 non-credit students have received services through non-credit education. Twenty five new non-credit courses have been approved by the state, and FTES generation has grown as follows:



## Assessing Progress Toward Achieving Stated Goals

A new Board retreat has been conducted since the completion of the self study. The Board of Trustees met on March 24, 2007, to review Board practices, budget, technology forecasts as well as Board goals for 2007-08. Consistent with the mission statement, the Board adopted the following four goals for 2007-08:

1. Technology
2. Student Learning Outcomes
3. Financial Statements
4. Non-credit to address the under educated workforce

## Ongoing Planning and Resource Allocation

Since the completion of the self study, a number of technology related committees have merged into a single technology council. More specifically the Administrative Technology Advisory Committee (ATAC), and the Information Technology Executive Committee (ITEC), were combined into a single Technology Council. The purpose of the Technology Council is to coordinate campus technology activities, address technology needs and issues, and take action upon recommendations from feeder subcommittees.

**Standard Two**  
**Student Learning Programs and Services**  
**Section C Library and Learning Support Services**

**Library**

The College is in the process of re-classifying the Assistant Librarian position into the Head Librarian. The computers in 1502 have been upgraded to a current model and the number of computers have been increased from 17 to 20 (due to room size limitation). The student computers on the library floor have also been upgraded and the total number of computers has increased to 28 from 24.

The Library has also expanded its eBooks collection to support the Distance Education program. It now has four eBooks collections totaling over 12,000 titles. All of these can be accessed online.

A library building expansion grant proposal has been submitted to the Chancellor's Office pending approval and award. The plan is to consolidate the Learning Support Services (Reading/Writing Lab, Language Lab, and Reprographics) into a single building, and at the same time, increase the size of room 1502 and library floor space to accommodate more storage space for print collections as well as student computers.

**Learning Support Services**

The TutorTrac, a web-based tutor and student login system, is being implemented. Both tutors and students will be able to access it from the Internet to view and set their appointment schedules.

One hundred fifty student computers in the Reading/Writing Lab and the Language Lab were upgraded to the latest model in January of 2007. All these new computers are equipped with the same set of software so that the two Labs can now handle the overflow situation easily. This upgrade also simplifies the maintenance function. All the rooms in both Labs are now equipped with ceiling mounted projectors and audio-visual hookups. This enables the use of multi-media instruction materials by the instructors.

## **Standard Three Resources**

### **Section C Technical Resources**

The Technology Council was formed in August of 2006 to consolidate the four technology committees (ITEC, ATAC, ITAC, and PTAC). The Technology Council completed the development of the Technology Master Plan in June of 2007. The Technology Master Plan addresses the goals and objectives for a 3-year timeframe starting the 2007-08 fiscal year with scheduled annual assessment reviews.

The Information Technology Department successfully upgraded the Banner™ ERP system from version 6 to version 7 in March of 2007 despite the difficulty in resources and experience shortage in the IT area. In addition, a California-only special baseline release (CALB release) was also installed with version 7. The CALB release provides extra functionalities in the Student Module to accommodate the registration and MIS report requirements imposed by the California Community College Chancellor's Office.

The Argos Reporting System (ARS) was purchased and deployed in June, 2007. The ARS connects to the Banner™ system and provides fast ad-hoc reporting capabilities for users who need to display Banner™ data in specific formats. A special interactive report application "Class Scheduling" was developed to retrieve real time registration information from the Banner™ database. This application helps the counselors to provide course recommendations based on availability when they meet with students. It also provides enrollment management data that the Deans and Division Chairs can use to manage last-minute class offerings and cancellations and to view classroom availability and instructor assignments. The Instruction Office and Transfer Center also use it to check the catalog contents including cross-listed classes.

The IT Department is also implementing the Campus Network Modernization Plan (CNMP) which was approved by the Board of Trustees in the March 2007 meeting. The CNMP covers the following work items: (1) Upgrade of campus network cabling and data network switches; (2) Replacement of voice-mail and upgrade of telephone system; (3) Implementation of a student email system; and (4) Implementation of a wireless network throughout the campus facilities.

- The RFP (Request for Proposal) for upgrading the campus network cabling and data network switching equipment is currently being developed. The CNMP targets to complete the network upgrade by the end of 2007-08 fiscal year.
- The telephone system and voice-mail will need a separate RFP, and it is being developed. Voice over IP (VoIP) technology will be used as part of the solution.

- The student email system and the wireless network will be implemented after the network cabling and switch upgrades are completed.

The Technology Council completed a computer inventory survey and made a recommendation to the Planning and Budget Committee in terms of the capital equipment replacement plan for the 2007-08 fiscal year. The recommendation was approved by the Planning and Budget Committee on June 5, 2007. An amount of \$200,000 is set aside for capital equipment replacement in the 2007-08 fiscal year.

The Information Technology Department hired a Director of Application Services on July 30, 2007, and a Help Desk computer technician on July 9, 2007. The positions of Director of Technical Services and Webmaster as well as one Senior Computer Programmer positions have been advertised and applications for these positions are currently being accepted by the Human Resources department.

## **Section D Financial Resources**

Since December 2007:

- Negotiations were finalized with faculty and a contract for years 2007-2010 is in place (See Doc. A.a.5). Negotiations with the classified staff continue.
- A Vice President for Business Services was hired on June 11, 2007.
- The building program is entering the third phase, which is a precursor to begin building our new building. Also, the District has retained a firm to help maximize the Proposition L bond funds.

### **Future Financial Planning**

A significant step in addressing all of the issues noted in the Financial Resources Section is ongoing communication with all the stakeholders and governance structures. Timely and effective communication serves dual purposes. First, it creates an environment of trust among all the parties which allows for constructive dialogue. Secondly, it focuses on Planning and Budget issues as they arise, thus making the budget a management tool that is used throughout the year.

It is the intent of the new Vice President for Business Services that a major element in the communication process will be a series of financial presentations that discuss the budget, budget assumptions, objectives of the College, and other financial related issues (such as GASB 45) that should be considered in both short term and long term planning. These presentations will be followed by ongoing discussions in the appropriate committees and groups throughout the year.

A key committee in providing the checks and balances for budget development and financial planning is the Planning and Budget Committee. The committee will revisit its goals and objectives and revise or develop new processes as deemed necessary to meet its objectives. A major area of focus will be making the budget an effective management tool. The committee plans to develop a clear understanding of how the budget supports the goals and objectives of the College and the underlying assumptions regarding projections and estimates used to develop the budget. On an ongoing basis, the committee will review the actual budgeted amounts so as to provide budget oversight and will evaluate the validity of the budget assumptions. This will provide financial oversight and create a financial awareness that will be the basis for future budget development and long term planning.

In order to assist the Divisions/Departments in developing a budget based on the goals and objectives of the college, the Vice President for Business Services and the Director of Fiscal Services will work closely with the Planning and Budget Committee, Vice Presidents, Deans, and Division Chairs to review goals and results of enrollment management to determine resources available in the budget process.

In preparing the budget, the College will be proactive in developing realistic revenue and expenditure projections and in structuring classes that facilitate student enrollment. The Planning and Budget Committee will discuss how to better project revenue from student enrollment, including the formation of an ad hoc team to prepare revenue projections and the underlying assumptions, with the projections becoming part of the budget presented to the college stakeholders.

The Planning and Budget Committee will also discuss how to improve budget planning, including the review of projected expenditures developed by the Vice President for Business Services and the Director of Fiscal Services in partnership with the divisions and departments involved.

A vital part of the budget presentation to the Board, the Planning and Budget Committee, and the college stakeholder, is a general discussion. An essential aspect of mid-term and long-term planning includes a discussion of financial issues not included in the current budget that may need to be addressed in the future.

In regards to GASB 45, the College is in the process of selecting a firm/agency to assist in developing a strategy to fund the expenditures associated with GASB 45 and to ensure full compliance with all of the requirements of GASB 45.

### **Future Processes for Financial Planning and Budget Development**

The Planning and Budget Committee will work with the Vice President for Business Services, the President, Vice President for Academic Services, Vice President for Student Services, and the Public Relations Officer to ensure that all appropriate stakeholders are identified and are met with regarding the budget and related planning issues. The goal is to develop a financial awareness within the college community that facilitates realistic budgets and informed long term planning goals.

A renewed focus will be placed on effective communications with all stakeholders of the College. A goal of the Business Services Department is to restore the high level of confidence stakeholders previously had in the accuracy of the financial information presented by the Business Services Department.

The College will have an unrestricted fund balance in excess of the 3% State requirement. We will discuss the possible creation of Board designated restrictions for the excess amount. Such designated excesses will be utilized for necessary short term funding to transition any previously unforeseen but necessary financial issues. An

example of the type of items that will be discussed is the funding of the liability associated with GASB 45.

## **Grants**

In the coming year, discussions will be held regarding the creation of a grant/contract administrator position. If filled, this position will work closely with administration and the faculty in all phases of grant administration including planning, implementing, compliance, and reporting. However, until that position is approved and filled the Vice President for Business Services, the Director of Fiscal Services, and the Vice President for Academic Services will work together to monitor the grants of the College. The Vice President for Business Services will be responsible for communication with the Planning and Budget Committee on grant related issues.

## **Effective Use of Financial Resources**

The focus on the budget will be achieving the goals and objectives of the College within the financial constraints of available resources. The results from enrollment management will play a significant role in allocating available resources. The Vice President for Academic Services working in conjunction with the Division Chairs will be responsible for creating the enrollment management model.

## **Standard Four Leadership and Governance**

During the Academic year 2006-07, the college underwent several changes in leadership in administration and other shared governance bodies.

In the administrative area, the previous interim Vice President for Business Services was replaced by another interim for the academic year 2006-07. In June 2007, a permanent Vice President for Business Services was hired, restoring much needed stability to this vital position. The vacant Vice President for Academic Services position was filled on an interim basis for the 2006-07 year, and was filled on a permanent basis in June 2007. The new Vice President for Academic Services previously held the position of Associate Dean of Nursing. This position is being filled on an interim basis until a permanent Associate Dean is hired. The Associate Dean of Human Resources resigned in the Fall 2006 semester. This position was filled on an interim basis until a permanent selection was made in the Spring 2007 semester. In May 2007, the President of the college announced that he would be resigning to take a position at another college effective July 1, 2007. The Board of Trustees acted quickly in appointing the previous interim Vice President for Academic Services as interim President for six months beginning July 1, 2007. A presidential search committee chaired by the new Vice President for Academic Services was formed and has implemented a six month plan for recruitment and hiring a permanent president by January 1, 2008.

There were several changes in leadership in other shared governance bodies as well. The year began with a new president of the Academic Senate, who held the position for the 2006-07 academic year. In June, a new Academic Senate president took over for the 2007-08 year. The College Council began 2006-07 with a new Chairperson, who left on a leave of absence in the spring 2007 semester. The Vice-Chair assumed the Chair position, and a new Vice-Chair was elected.

Despite all these changes in leadership, the shared governance process functioned well. The budget crisis from the previous year was alleviated by re-negotiated salary agreements, assistance from the Chancellor's Office by giving three years to re-pay the 1.2 million dollar overpayment, conservative budgeting, and modest growth and COLA funding. Vacant faculty and classified positions that had been frozen during the crisis are being re-filled through careful planning by the Administration, Union Leadership, Division Chairs, and the Curriculum and Instruction Committee. The turmoil of the previous year has been replaced with a reawakened optimism about the future of the college. The college is poised for continued balanced budgets, with moderate growth projections based on realistic and accurate data.



**ADDENDUM  
LIST OF EVIDENCE**

<u>Document</u>	<u>Name</u>
A.a.1	Board of Trustees Minutes, March 21, 2007
A.a.2	Strategic Planning Project, Mission 2009-2012
A.a.3	SLO workshop agenda (February 9, 2007)
A.a.4	Dr. Norma Badway's Presentation Agenda (April 20, 2007)
A.a.5	CTA Contract