Follow-Up Report

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

October 1, 2018

Submitted by:
West Hills College Coalinga
300 Cherry Lane
Coalinga, CA 93210

CERTIFICATION OF ACCREDITATION FOLLOW-UP REPORT

I certify there was broad participation/review by the campus community and believe this Follow-Up Report accurately reflects the nature and substance of West Hills College Coalinga.

Signatures:

9-25-18

Mark McKean — Date
President of the Board, West Hills Community College District

9-25-18

Dr. Stuart Van Horn — Date
Chancellor, West Hills Community College District

9-25-18

Brenda Thames — Date
President/Chief Executive Officer, West Hills College Coalinga

9/25/18

Francisco Bañuelos — Date
Executive Vice President/Accreditation Liaison Officer, West Hills College Coalinga

9-25-18

Jeffrey Wanderer — Date
Academic Senate President, West Hills College Coalinga

9-25-18

Rodney Ragsdale — Date
CTA President, West Hills Community College District

9/25/18

Andrea Pulido — Date
CSEA First Vice President, West Hills Community College District

9-25-18

Sarah Shepard — Date
Co-Chair Institutional Effectiveness and Accreditation Committee, West Hills College Coalinga

9/25/18

Hugo Layna — Date
ASB President, West Hills College Coalinga

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ACKNOWLEDGEMENTS

The following councils, committees, and offices provided narrative, evidence, and/or editing in the development of this Follow-Up Report:

College Recommendation 4

College Council

College Recommendation 9

Outcomes Committee

College Recommendation 10

Office of Educational Services

College Recommendation 12

Office of the President

College Recommendation 14

College Council

District Recommendation 2

Office of the Chancellor

GLOSSARY OF ACRONYMS

Acronym	Associated Words
ACCJC	Accrediting Commission for Community and Junior Colleges
ALO	Accreditation Liaison Officer
AP	Administrative Procedure
ARIEP	(Director of) Accreditation, Research, Institutional Effectiveness, and Planning
AS	Academic Senate
AUO	Administrative Unit Outcomes
ASB	Associated Student Body
BRC	Budget Resources Committee
BOT	Board of Trustees
BP	Board Policy
CSLO	Course Student Learning Outcomes
CSEA	California School Employees Association
COR	Course Outline of Record
CR	Compliance Recommendation
DE	Distance Education
EMP	Educational Master Plan
EVP	Executive Vice President
FAM	Falcon Administrators Meeting
FMP	Facilities Master Plan
FON	Faculty Obligation Number
IEAC	Institutional Effectiveness and Accreditation Committee
IEPI	Institutional Effectiveness Partnership Initiative
ILO	Institutional Learning Outcomes
ISER	Institutional Self Evaluation Report
ISS	Institutional Set Standards
PEC	President's Executive Cabinet
PGIPM	Participatory Governance and Integrated Planning Manual
PRC	Program Review Committee
PSLO	Program Student Learning Outcome
QFE	Quality Focus Essay
SLO	Student Learning Outcomes
SLOC	Student Learning Outcomes Committee
SSO	Student Services Outcomes
USDE	United States Department of Education
WHCC	West Hills College Coalinga
WHCCD	West Hills Community College District

FOLLOW-UP REPORT PREPARATION

West Hills College Coalinga (WHCC) underwent a comprehensive external site visit for reaffirmation of accreditation in March 2017. The findings of the External Evaluation Team have been noted in the External Evaluation Report received from the Accrediting Commission for Community and Junior Colleges (ACCJC). Based upon those findings the Commission issued an Action Letter dated June 23, 2017. The action letter indicated that WHCC had been placed on "warning" status by the Commission. The Commission identified five (5) compliance recommendations to be resolved within eighteen (18) months. In order to demonstrate the resolution of the five (5) compliance recommendations the Commission required the college to submit a Follow-Up Report documenting that the College and District had resolved all compliance deficiencies and to undergo a subsequent site visit to validate that the College and District meet the noted Standards. **[I.1]**

It is important to note that throughout the preceding accreditation cycle, and specifically in the year preceding the external site visit, WHCC had experienced significant instability in administrative staffing and leadership. **[I.2]** At the time of receipt of the above referenced ACCJC Action Letter the current president had been at the college for less than four (4) months; the positions of Vice President of Instruction and Accreditation Liaison Officer (ALO) were vacant; and the Vice President of Student Services and author of the Institutional Self Evaluation Report (ISER) was retiring in less than 30 working days. Consequently, the status and capacity of the administrative team; faculty and staff morale; and institutional history presented numerous challenges.

Upon receipt of the Action Letter, the college President, President of the Academic Senate, and the faculty co-chair of the Institutional Effectiveness & Accreditation Committee (IEAC) conferred on the development of an action plan and timeline to address the compliance recommendations articulated by the Commission as well as the development of the required Follow-Up Report. This action plan included the immediate review of the college governance structure and decision-making practices as well as processes related to the assessment of student learning and institutional effectiveness. This action plan was presented to the faculty and staff during fall 2017 Professional Development Days. **[I.3, I.4]**

IEAC is the participatory governance committee charged with stewardship over matters pertaining to institutional effectiveness and accreditation, thus, the implementation of the action plan and subsequent development of the Follow-Up Report fell under the purview of this committee. IEAC refined the action plan to include task assignments, deliverables, workflow processes, and timelines**. [I.5, I.6, I.7]** During the fall 2017 semester, governance committees, workgroups, and primary point persons were identified to lead the work related to the resolution of each of the five (5) compliance recommendations. This included identification of the corresponding evidence and development of draft content for the report narrative within designated time frames. **[I.8, I.9]** IEAC provided guidance and support as faculty and staff engaged in this work related the Follow-Up Report. IEAC monitored and reviewed progress made on activities and deliverables outlined in the action plan. The Committee provided regular updates and status reports to the College Council on the status of the Follow-Up Report and array

of components contained in the action plan. **[I.10, I.11]** Subsequently, College Council members disseminated these reports, updates, and information to their constituent groups across the campus community. **[I.12, I.13, I.14, I.15, I.15A]** Regular updates, information, and status reports were also provided to the Board of Trustees and campus community through the President's monthly reports to the board; Board retreats and study sessions; district wide Leadership Retreats; the monthly President's Message communique; monthly President's Forums; and President's Executive Cabinet Meetings. **[I.16, I.17, I.18, I.19, I.20, I.21]**

IEAC utilized the work completed during the fall 2017 semester as a foundation to begin drafting narrative sections for each compliance recommendation and identify corresponding evidence for the Follow-Up Report. **[I.22, I.23]** A first draft of the Follow-Up Report along with a status report on actions items that remained in progress or that had been completed was presented to the faculty and staff during spring 2018 Professional Days. **[I.24, I.25]** As work on the action plan continued throughout the spring 2018 semester these narrative sections were updated and compiled into subsequent drafts of the Follow-Up Report. These subsequent drafts of the Follow-Up Report and corresponding evidence were reviewed by IEAC for adherence to the *Guidelines for Preparing Institutional Reports to the Commission.* **[I.26]**

In addition, IEAC identified gaps in information, evidence, or other issues pertaining to the status of the work that had been submitted in response to each compliance recommendation. IEAC provided feedback and continued to work with faculty and staff engaged in addressing the recommendations. Iterative reviews and edits to the draft Follow-Up Report were made throughout the spring semester. As work on the draft Follow-Up Report progressed copies of the Follow-Up Report were provided to the ACCJC Liaison assigned to the college for additional feedback. **[I.27, I.28]** A draft of the Follow-Up Report was presented to College Council for review and distributed college wide for feedback in May and June 2018. **[I.29]**

The feedback received from across the college as well as from the ACCJC Liaison was reviewed by IEAC. The draft Follow-Up Report was subsequently revised and formatted into a semi-final draft that was disseminated college wide for additional review and comment. After input from all constituents was received, a completed semi-final draft of the Follow-Up Report was prepared for review and approval by College Council in June 2018. **[I.30]** The final draft of the Follow-Up Report was refined and finalized by a subcommittee of IEAC June-August 2018. The final draft of the Follow-Up Report was presented to College Council August 10, 2018. The approved Follow-Up Report was presented to the Board of Trustees for first read on August 21, 2018. The Board of Trustees approved the final draft of the Follow-Up Report on September 25, 2018. **[I.31, I.32, I.33]**

Follow-Up Report Preparation Timeline	
Summer 2017	• *Receipt of ACCJC action letter.* • *Finalize ACCJC response action plan* • *Draft template for Follow-Up Report and corresponding evidence needed*
Fall 2017	• Present ACC JC response and Follow-up Report action plan • IEAC Follow-Up Report timeline and process developed • *IEAC compliance recommendation response and action plan templates developed and distributed* • *Response leads assigned and progress monitored.*
Spring 2018	• *IEAC drafts of Follow-Up Report distributed college wide for review and comment* • *IEAC compliance recommendations responses and action plan templates completed* • *Drafts of Follow-Up Report submitted to ACCJC Liaison for review and comment* • *IEAC semi-final draft Follow-Up Report approved by College Council*
Summer 2018	• *Follow-Up Report finalized* • *Follow-Up Report evidence indexed* • *Semi-final draft Follow-Up Report submitted to ACCJC Liaison for final review and comment*
Fall 2018	• *Follow-Up Report finalized* • *Follow-Up Report evidence indexed* • *Semi-final draft Follow-Up Report submitted to ACCJC Liaison for final review and comment*

Indexed Evidence for Preparation of Follow-Up Report

Evidence Identifier	Evidence Description	Evidence Link
I.1	ACCJC Action Letter	I.1
I.2	WHC Coalinga Administrative History 2009-2017	I.2
I.3	Professional Development Day Agenda 08.10.17	I.3
I.4	President's Professional Development Day Presentation 8.10.17	I.4
I.5	Institutional Effectiveness and Accreditation Committee Minutes 9.13.17 *Pg.1-2*	I.5
I.6	ACCJC Follow-Up Report Tracking Sheet	I.6
I.7	ACCJC Follow-Up Report Timeline	I.7
I.8	Institutional Effectiveness and Accreditation Committee Minutes 11.17.17 *Pg. 2-3*	I.8
I.9	Institutional Effectiveness and Accreditation Committee Recommendation 2 Template	I.9
I.10	College Council Minutes 11.22.17 *Pg. 5*	I.10
I.11	College Council Minutes 2.16.18 *Pg. 5, 12-13*	I.11
I.12	Budget Resources Committee Minutes 5.10.18 *Pg. 2*	I.12
I.13	Budget Resources Committee Minutes 4.19.18 *Pg. 2*	I.13
I.14	Professional Development Committee Minutes 3.13.18 *Pg.2*	I.14
I.15	Outcomes Committee Meeting Minutes 4.11.18 *Pg. 1*	I.15
I.15A	Academic Senate Minutes 4.11.18 *Pg. 2-3*	I.15A
I.16	Board of Trustees Retreat Minutes 2.2.18 *Pg. 1*	I.16
I.17	Institutional Effectiveness and Accreditation Committee Annual Report Update Email	I.17
I.18	WHC Coalinga Flex Day Presentation 4.6.18	I.18
I.19	WHCC ISS Handout POF 3.23.18	I.19
I.20	President's Open Forum 5.11.18	I.20

I.21	Spring 2018 WHCC Campus Updates	**I.21**
I.22	Recommendation 2 Evidence Template	**I.22**
I.23	Recommendation 2 Sources of Evidence - Standard IV	**I.23**
I.24	Follow-Up Report Draft Campus Wide Email 4.20.18	**I.24**
I.25	WHCC Flex Day Agenda and Sign In Sheets 4.6.18	**I.25**
I.26	Institutional Effectiveness and Accreditation Committee Minutes 5.18.18 *Pg. 2*	**I.26**
I.27	ACCJC Liaison Email Regarding Follow-Up Report	**I.27**
I.28	Institutional Effectiveness and Accreditation Committee Portal Page Screenshot	**I.28**
I.29	College Council Minutes 5.18.18 *Pg. 1, 8*	**I.29**
I.30	College Council Minutes 6.22.18 *Pg. 5, 7*	**I.30**
I.31	College Council Minutes 8.10.18 *Pg. 2-5*	**I.31**
I.32	Board of Trustees Meeting Agenda 8.21.18 *Pg. 5*	**I.32**
I.33	Board of Trustees Meeting Agenda 9.25.18 *Pg. 6*	**I.33**

RESPONSE TO RECOMMENDATIONS PERTAINING TO FINDINGS OF NON-COMPLIANCE

COLLEGE RECOMMENDATION 4 (Compliance): In order to meet the Standards, the team recommends that the College publish institution-set standards for student achievement, appropriate to its mission, assess how well it is achieving them in pursuit of continuous improvement, and has a sustained and collegial dialogue about this information. (I.B.3, II.A.1, ER 11)

Narrative Analysis of Resolution of College Recommendation 4

West Hills College Coalinga (WHCC) has responded to this recommendation; resolved elements of noncompliance; and now fully meets Standards I.B.3, II.A.1, and ER 11.

WHCC has established Institution Set Standards (ISS) that are appropriate to the College mission. The College has reviewed practices and processes related to the publishing of the ISS. The College has also reviewed practices and processes related to the assessment of how well the WHCC is achieving those standards in pursuit of continuous improvement and facilitating sustained and collegial dialogue about this information. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- During the spring 2017 semester, IEAC and College Council both engaged in discussions on institutional goals in the context of the California Community College Chancellor's Office Institutional Effectiveness Goals Framework (IEPI Goals). During these discussions institutional goals for course success and program completion were discussed. These goals were ultimately approved by College Council in May 2017. The Institution-Set Standards were also published to the website at this time. These spring 2017 discussions about ISS as well as goals and metrics related to student success highlighted the existing confusion and lack of broad institutional dialogue on institutional data and goals. These discussions also emphasized the need to begin building a more robust, transparent, and broad-based process for institutional goal setting. **[R4.1, R4.2, R4.3]**

- In fall 2017, the District's Office of Accreditation, Research, Institutional Effectiveness, and Planning (ARIEP) developed and disseminated a survey to all college employees to assess the degree to which college employees had engaged in sustained and collegial dialogue about ISS for student achievement. **[R4.4, R4.5]** Survey results informed institutional communication practices and are being utilized as benchmarks for future assessment of sustained and collegial dialogue about this information. **[R4.6, R4.7, R4.8]**

- During fall 2017, IEAC reviewed, assessed, and discussed West Hills Community College District (WHCCD) Key Performance Indicators (KPIs) as well as other data sets

pertaining to student achievement. The Committee also reviewed and discussed institutional processes and practices related to the establishment of 2017 ISS and the appropriateness of these metrics in relation to the college mission. The Committee concluded the 2017 ISS had been set without the desired levels of depth and breadth of institutional dialogue. As a result, the Committee developed an action plan for the review and potential revision of the ISS during the 2017-18 academic year. **[R4.9, R4.10, R4.11]**

➢ IEAC implemented a process through which ISS and related student achievement data was reviewed, assessed, and subsequent 2018 ISS established and published:

- Student success and ISS data presented to IEAC **[R4.12, R4.13]**
- IEAC directed ARIEP to present Student success data to Academic Senate **[R4.14, R4.15]**
- Academic Senate commissioned ARIEP to present Student Success data to faculty learning areas for review **[R4.16, R4.17]**
- Spring Professional Development Day presentation on ISS **[R4.18, R4.19]**
- Learning Areas reviewed learning area course, degree, certificate, transfers, and job placement data, as applicable, and developed recommendations for 2018 ISS and corresponding "stretch goals" **[R4.20, R4.21]**
- Learning Area recommendations were forwarded to Academic Senate **[R4.22, R4.23]**
- Senate recommendations were forwarded to IEAC for review and approval **[R4.24, R4.25]**
- IEAC reviewed and approved 2018 ISS and recommended 2018 ISS to College Council to be approved and published **[R4.26, R4.27]**
- College Council reviewed and approved 2018 ISS appropriate to the college mission **[R4.28]**
- 2018 ISS published on college website **[R4.29]**

➢ In addition, the College Council approved the implementation of annual review of ISS trend data; a report on outcomes and findings; as well as a three-year assessment cycle for ISS. **[R4.30]**

➢ An additional outcome of the review, assessment, and revision of the ISS over the course of the 2017-18 academic year was the integration of ISS into Program Review. IEAC consulted, conferred, and collaborated with the Program Review Committee (PRC) and ARIEP to include the assessment of program level student achievement data, in relation to the ISS, in the Program Review Template that is completed by faculty as part of Program Review Process. **[R4.31, R4.32]** ARIEP developed a new data dashboard that was incorporated into the Program Review template and utilized during the Program Review process and discussions. **[R4.33, R4.34]** The Program Review template now requires faculty to address any areas where the program outcomes may be below the minimum level of acceptable performance as defined by the ISS. The results of this

analysis within the program review process are now utilized as the basis for resource requests through the resource allocation process for the purpose of improving student achievement within the program. **[R4.35, R4.36, R4.37, R4.38, 4.39]**

- ➢ The processes and practices implemented by IEAC for the review and publication of the 2018 ISS fostered and promoted extensive collegial dialogue about student achievement data and assessment of how well the College is achieving progress towards goals related to student success. The implementation of these processes and practices broadened the awareness and understanding of faculty and staff pertaining to these key performance indicators of institutional effectiveness and will continue to serve as prompts for sustained collegial dialogue regarding ISS moving forward. For example, as a result of the processes and practices utilized to review the 2017 ISS and establish revised metrics for the 2018 ISS WHCC has institutionalized the discussion of ISS in a broad array of venues which include, but are not limited to:

    - Faculty (Flex)/staff Professional Development Days **[R4.40, R4.41, R4.42, R4.43]**
    - President's Forums and President's Monthly Messages **[R4.44, R4.45]**
    - College Council for distribution to constituent groups **[R4.46, R4.47]**
    - IEAC **[R4.48, R4.49, R4.50]**
    - Academic Senate/Learning Areas **[R4.51]**

- ➢ In spring 2018, the District's Office of Accreditation, Research, Institutional Effectiveness, and Planning (ARIEP) developed and disseminated a second survey to assess the effectiveness of efforts to expand and increase the institutional dialogue on ISS and assessment regarding how well the college is achieving these standards in pursuit of continuous improvement. The survey results and findings were presented and discussed at the August 2018 College Council meeting. In general, survey findings indicated increased understanding of institutional data and the college's Institution-Set Standards, with 14% more respondents indicating that they could locate ISS on the web and 22% more full-time faculty reporting that they had reviewed course success rates for their programs. These data were discussed with College Council and during the August 2018 PD Day and will be used to identify and reach out to the groups and areas with the lowest rates of engagement with institutional data. **[R4.52, R4.53, R4.54, R4.55, R4.56]**

West Hills College Coalinga (WHCC) has responded to Recommendation 4. The College has presented evidence documenting the resolution of elements of noncompliance and now fully meets Standards I.B.3, II.A.1, and ER 11.

Sustainability

The College has reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standards I.B.3 and II.A.1:

- The College has published the ISS on the college website. **[R4.57]** In addition, the approved ISS are included in the ACCJC Annual Report which is published each year on the college website. **[R4.58]**

- The ISS serve as benchmarks for student achievement and, as such, represent one component of institutional effectiveness. The College has adopted a three-year review assessment cycle for ISS. **[R4.59]** IEAC retains the responsibility for monitoring adherence to this cycle. The processes and practices related to the review and assessment of ISS includes an annual review of ISS trend data; benchmarking institutional progress made toward the established ISS; and a report on outcomes and findings to College Council for dissemination to constituent groups for review and discussion college wide. **[R4.60]** New, annual processes pertaining to the review and assessment of ISS include but are not limited to the following:

    - Fall – ARIEP ISS presentation to IEAC on trend data for previous three-year period **[R4.61, R4.62, R4.63]**
    - Fall – ARIEP and IEAC make ISS presentation on trend data and findings to Academic Senate **[R4.64]**
    - Fall – ARIEP and Senators make ISS presentations to learning areas on trend data and findings specific to each area for dialogue and feedback **[R4.65]**
    - Spring – IEAC ISS presentation to College Council regarding trend data, institutional feedback, and recommended actions if necessary
    - Spring – President presents annual ISS summary/update in President's Message communique and/or Forum

- ISS data has also been incorporated into the Program Review process. Programs and services under review utilize student achievement data relative to ISS to determine effectiveness. **[R4.66, R4.67, R4.68, R4.69]**

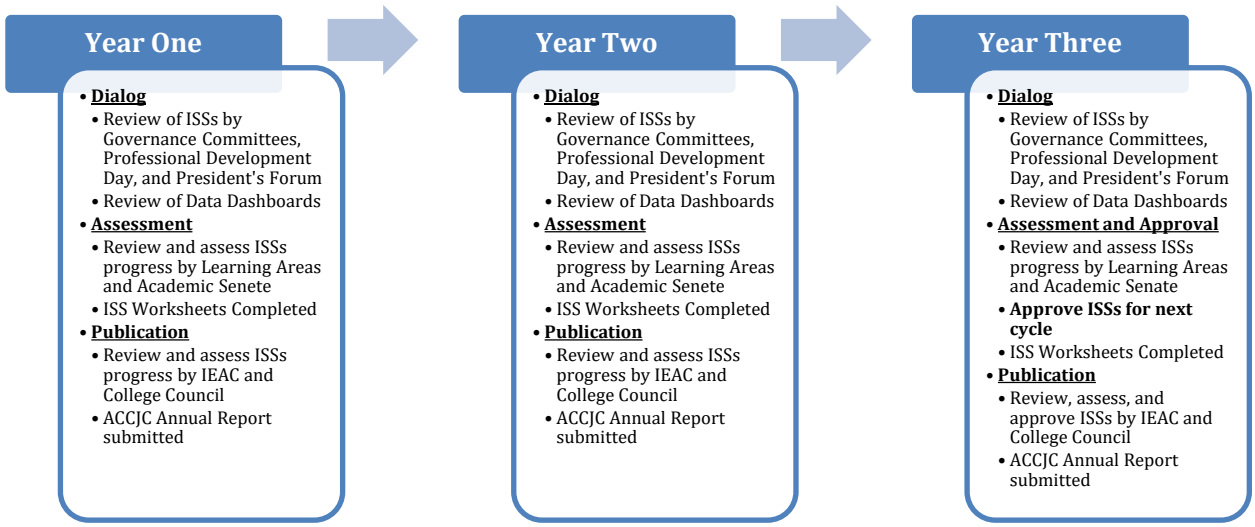
Assessment and Review Cycle for Institutional Set Standards (ISS)

Sustained Collegial Dialogue

Assessment for Continuous Improvement

Publishing

Sustainability



[R4.70, R4.71, R4.72, R4.73, R4.74]

West Hills College Coalinga (WHCC) has documented the resolution of elements of noncompliance related to Recommendation 4 and demonstrated the implementation of processes and practices to sustain compliance with Standards I.B.3, II.A.1, and ER 11 .

Indexed Evidence for Resolution of College Recommendation 4

Evidence Identifier	Evidence Description	Evidence Link
R4.1	Institutional Effectiveness and Accreditation Committee Minutes 2.27.17 *Pg. 1*	**R4.1**
R4.2	March 20th IEAC Meeting Email	**R4.2**
R4.3	College Council Minutes 5.10.17 *Pg. 1*	**R4.3**
R4.4	ISS Survey fall 2017	**R4.4**
R4.5	ISS Survey Email 9.28.17	**R4.5**
R4.6	ISS Survey Results - Coalinga ISS Overview 10.16.17	**R4.6**
R4.7	Institutional Effectiveness and Accreditation Committee Minutes 11.17.17 *Pg. 1-2*	**R4.7**
R4.8	Institutional Effectiveness and Accreditation Committee Minutes 10.30.17 *Pg. 2*	**R4.8**
R4.9	Institutional Effectiveness and Accreditation Committee Minutes 11.03.17 *Pg. 2*	**R4.9**
R4.10	Institutional Effectiveness and Accreditation Committee Minutes 11.17.17 *Pg. 2-3*	**R4.10**
R4.11	Institutional Effectiveness and Accreditation Committee Minutes 12.1.17 *Pg. 1-2*	**R4.11**
R4.12	Survey Results Coalinga ISS Overview 10.16.17	**R4.12**
R4.13	Institutional-Set Standards for IEAC	**R4.13**
R4.14	Institutional Effectiveness and Accreditation Committee Minutes 12.1.17 *Pg. 1-2*	**R4.14**
R4.15	Institutional Effectiveness and Accreditation Committee Minutes 1.12.18	**R4.15**

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R4.16	Academic Senate Minutes 1.24.18 *Pg. 1-2*	**R4.16**
R4.17	ISS Template CTE	**R4.17**
R4.18	Professional Development Day Agenda 1.11.18	**R4.18**
R4.19	ISS for Coalinga Professional Development Day 1.11.18	**R4.19**
R4.20	Academic Senate Minutes 2.07.18 *Pg. 1*	**R4.20**
R4.21	Learning Area Recommendation – Math Science and Kinesiology	**R4.21**
R4.22	Learning Area Recommendation - Allied Health	**R4.22**
R4.23	Learning Area Recommendation - Arts and Letters	**R4.23**
R4.24	Institutional Effectiveness and Accreditation Committee Minutes 3.15.18 *Pg. 1-2*	**R4.24**
R4.25	Institutional Effectiveness and Accreditation Committee Minutes 4.09.18 *Pg. 2*	**R4.25**
R4.26	Institutional Effectiveness and Accreditation Committee Minutes 3.15.18 *Pg. 2*	**R4.26**
R4.27	ISS Data 2018	**R4.27**
R4.28	College Council Minutes 3.16.18 *Pg. 3*	**R4.28**
R4.29	WHC ISS Web Page Screenshot	**R4.29**
R4.30	College Council Minutes 6.22.18 *Pg. 6*	**R4.30**
R4.31	Program Review Data Coalinga - ART	**R4.31**
R4.32	Program Review Data Coalinga - BUSINESS ADMINISTRATION	**R4.32**

R4.33	Program Review - Instructional Program Review Template *Pg. 2*	**R4.33**
R4.34	Program Review Data Web Screenshot	**R4.34**
R4.35	Budget Resources Committee Minutes 10.12.17 *Pg. 1-2*	**R4.35**
R4.36	WHCC Resource Allocation Request Form *Pg. 1*	**R4.36**
R4.37	Budget Resources Committee Minutes 5.10.18 *Pg. 1-2*	**R4.37**
R4.38	WHCC Program Review - POLITICAL SCIENCE *Pg. 15-16*	**R4.38**
R4.39	Resource Accountability Final Draft	**R4.39**
R4.40	Professional Development Day Agenda 1.11.18	**R4.40**
R4.41	ISS for Coalinga PD Day 1.11.18	**R4.41**
R4.42	Professional Development Day Agenda 8.09.18	**R4.42**
R4.43	Coalinga Professional Development Day Presentation 8.09.18	**R4.43**
R4.44	President's Monthly Message May 2048 *Pg. 1*	**R4.44**
R4.45	President's Open Forum 5.11.18	**R4.45**
R4.46	College Council Minutes 08.17.18 *Pg. 2-4*	**R4.46**
R4.47	College Council Minutes 9.07.18 *Pg. 3*	**R4.47**
R4.48	Institutional Effectiveness and Accreditation Committee Minutes 8.14.18 *Pg. 3-4*	**R4.48**
R4.49	Coalinga ISS Handout Updated 8.8.18	**R4.49**
R4.50	Job Placement Rates Coalinga CTE	**R4.50**

R4.51	Academic Senate Minutes 2.07.18 *Pg. 1*	**R4.51**
R4.52	Professional Development Day Agenda 8.09.18	**R4.52**
R4.53	Coalinga Professional Development Day Presentation 8.09.18	**R4.53**
R4.54	College Council Minutes 6.22.18 *Pg. 4-5*	**R4.54**
R4.55	College Council Minutes 8.10.18 *Pg. 2*	**R4.55**
R4.56	WHCC ISS Survey Comparison 6.20.18	**R4.56**
R4.57	ISS Page Screenshot	**R4.57**
R4.58	WHCC 2018 Annual Report to ACCJC	**R4.58**
R4.59	College Council Minutes 6.22.18 *Pg. 6*	**R4.59**
R4.60	IEAC Annual Report Draft	**R4.60**
R4.61	Institutional Effectiveness and Accreditation Committee Minutes 8.14.18 *Pg. 2*	**R4.61**
R4.62	Coalinga ISS Handout Updated 8.8.18	**R4.62**
R4.63	Job Placement Rates Coalinga CTE	**R4.63**
R4.64	Institutional Effectiveness and Accreditation Committee Minutes 8.14.18 *Pg. 2*	**R4.64**
R4.65	Institutional Effectiveness and Accreditation Committee Minutes 8.14.18 *Pg. 2*	**R4.65**
R4.66	Program Review Minutes 10.18.17 *Pg. 1*	**R4.66**
R4.67	WHCC Program Review Committee – Instructional Program Review Template *Pg. 2-3*	**R4.67**

R4.68	Program Review Data Web Screenshot	**R4.68**
R4.69	Program Review Data - ART	**R4.69**
R4.70	WHCC 2018 Annual Report to ACCJC	**R4.70**
R4.71	College Council Minutes 6.22.18 *Pg. 6*	**R4.71**
R4.72	Program Review Data Web Screenshot	**R4.72**
R4.73	Screenshot ISS Page	**R4.73**
R4.74	WHCC Participatory Governance and Integrated Planning Manual 2018	**R4.74**

COLLEGE RECOMMENDATION 9 (Compliance): In order to meet the Standards, the team recommends that the College maintain an on-going, sustainable process of assessing student learning outcomes at the course, program, certificate, and degree levels; promote widespread dialogue on the results of the assessments; and use assessment results to improve programs and institutional processes including resource allocations. (II.A.3, II.A.11, ER 11) Additionally, the teams recommends that the College:

- include student learning as one component in assessing institutional effectiveness; (I.B.1)
- fully and meaningfully assess all course, certificate, and degree programs using student learning outcomes assessment to improve student learning and ensure that faculty and staff fully engage in the student learning outcomes assessment process; (II.A.1, II.A.2, II.A.3, II.A.11, II.A.16, ER 11)
- develop a streamlined process and accountability measures for student learning outcomes assessment. (II.A.1, II.A.3, II.A.6, II.A.11)

Narrative Analysis of Resolution of College Recommendation 9

West Hills College Coalinga (WHCC) has responded to this recommendation; resolved elements of noncompliance; and now fully meets Standards I.B.1, II.A.1, II.A.2, II.A.3, II.A.6, II.A.11, and II.A.16.

The College has reviewed practices and processes related to learning outcomes assessment and the analysis of learning and achievement data at the course, program, certificate, and degree levels. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation for the assessment of student learning outcomes at the course level:

- In immediate response to the 2017 External Evaluation Team's preliminary findings, as reported during the exit forum, the College developed a two-year student learning outcomes assessment cycle for course level assessment. **[R9.1]** Prior to the 2017 External Evaluation Team site visit a documented, fully functional, cycle had not been in place. The current two-year cycle has been reviewed and fully vetted by faculty and the Outcomes Committee. **[R9.2, R9.3, R9.4]** As new courses are created and approved by the Curriculum Committee the Student Learning Outcomes Committee (SLOC) will assign the semester in which the Course Student Learning Outcomes (CSLOs) will be assessed and the assessment cycle will be updated. **[R9.5, R9.6]**

- The eLumen software system manages and documents assessment methods; results; and improvement plans for student learning outcomes in all instructional programs. The

software supports the assessment of student learning outcomes at the course level, program level, and institutional level. Continual progress has been made on the implementation of the eLumen outcomes assessment software. The functionality of the software supported the efficient initiation of the two-year assessment cycle. During the fall 2017 Faculty Flex Day, faculty reviewed course and program student learning outcomes to determine if revisions were needed in order to better assess learning. Faculty revised CSLOs, Program Student Learning Outcomes (PSLOs), and CSLO to PSLO mapping. **[R9.7, R9.7A]** The first phase of the two-year assessment cycle was implemented during the spring 2018 semester and the corresponding outcomes assessment data was entered into eLumen. **[R9.8, R9.9, R9.10]** During the fall 2018 semester, the College completed the implementation of eLumen outcomes assessment software. The College now utilizes eLumen to document the assessment of all student learning outcomes within the two-year cycle.

- Upon submission of this Follow-Up Report faculty have ensured that all course level student learning outcomes are fully engaged in the assessment cycle.

WHCC has completed the following action items to address and resolve the concerns noted in the recommendation for the assessment of student learning outcomes at the program, certificate, and degree levels:

- Course level student learning outcomes are mapped to program, certificate, and degree level student learning outcomes manually in word documents. **[R9.11]** All student learning outcomes (course, program, certificate, and degree) are listed on Program Level Student Learning Planning Guides. The Planning Guides are utilized in both the assessment and program review processes. Program, certificate, and degree level SLOs are also reflected on the Program Review templates. **[R9.12]** The CSLO data contained on the Planning Guides is aggregated then transferred into Program Review templates for the specified programs under review according to the Program Review Cycle. As a result of the curriculum mapping, course level SLO assessment outcomes are "rolled up" to the program, certificate, and degree levels and utilized to determine program, certificate, and degree level assessment outcomes.

- As dictated by the mapped relationships, course level outcomes assessment data is evaluated to determine the extent to which program, certificate, and degree level learning outcomes have been met. This CSLO and PSLO data as well as certificate and degree level student learning outcomes data and analysis are discussed through narrative summaries on the Program Review template and at the Program Review Committee (PRC) meeting(s) for each program under review. **[R9.13, R9.14, R9.15, R9.16, R9.17, R9.18]** By the conclusion of the fall 2018 semester the College anticipates that the eLumen outcomes assessment software will electronically aggregate the course level outcomes data and deposit that data into the corresponding program level outcomes data tables which will facilitate access and efficient utilization for Program Review.

- ➢ Upon submission of this Follow-Up Report faculty have fully engaged in the assessment process and have ensured that all course, program, certificate, and degree level student learning outcomes are utilized in the assessment cycle.

The College has reviewed practices and processes related to the development of streamlined processes and accountability measures for student learning outcomes assessment. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- ➢ During the fall 2018 semester the College fully implemented the eLumen outcome assessment software. The eLumen software facilitates efficient, electronic tracking, monitoring, and reporting processes for student learning outcomes assessment. The eLumen software provides a streamlined process that improves clarity, transparency and effectiveness in the student learning outcomes assessment processes. **[R9.19]**

- ➢ The college has established a two-year assessment cycle. Each course is assigned a term during the two year assessment cycle to assess course level student learning outcomes. At the beginning of each semester the SLO Coordinator notifies the faculty scheduled to assess that semester and provides information and dates about assessment processes, in-service training/workshops, timelines, etc. **[R9.20]**

- ➢ A faculty participation report is produced through eLumen at the end of each semester. This report documents completion of SLOs for each course designated to be assessed during the term per the assessment cycle. The College has incorporated this report into the accountability process for student learning outcomes assessment. The Executive Vice President (EVP) downloads the Faculty Participation Report at the end of each semester. If there are any incomplete assessments, the EVP contacts the instructor for additional information regarding why course assessment(s) were not completed. Resolution of issues, concerns, and incomplete assessments is facilitated on an individual basis. **[R9.21]** Faculty that have not completed student learning outcomes assessment during the assigned term receive written notification documenting the incomplete assessment(s) and a remediation timeline from the EVP. The EVP may request an off-cycle employee evaluation for any faculty who remain out of compliance for more than two consecutive semesters. To provide support to faculty with incomplete assessments the SLOC and Academic Senate offer additional assistance in completing deficient SLO assessments. The Office of Educational Services may also limit approved travel, special projects, overload assignments, etc. on a case-by-case basis, for those faculty needing to complete student learning outcome assessment. **[R9.21A, R9.21B]**

- ➢ To foster a shared understanding of SLO processes and facilitate successful completion of SLO assessments the Outcomes Committee developed a handbook to describe, guide, and standardize the SLO process at the College**.** The handbook will be approved by the Outcomes Committee in October 2018. **[R9.22]**

- New portal pages were created and navigation of current portal pages were improved so that all faculty and staff could more easily engage in the student learning outcomes assessment process. **[R9.23]**

- The SLO Coordinator developed training videos for faculty, staff, and administration. **[R9.24]**

The College has reviewed practices and processes related to the promotion of widespread dialogue on student learning outcomes assessment data. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- The Outcomes Committee reviewed and revised the committee membership. The Committee membership was expanded to incorporate a full array of voices and interests that represent the broad spectrum of outcomes assessment. This provides a formalized opportunity for sustained, collegial dialogue on the framework, processes, and practices of student learning outcomes assessment. **[R9.25]**

- To further promote widespread dialogue on assessment results, the Outcomes Committee created a Reflection Template within eLumen. **[R9.26]** The Reflection Template is designed to prompt faculty analysis of student learning outcomes assessment data and stimulate dialogue regarding that data.

- The College hosts bi-annual SLO Assessment days at the end of each semester. Dialogue on SLO Assessment Day includes opportunities for cross discipline analysis of learning outcomes data and collaboration on pedagogical improvements; course structure; development or revision of outcomes; and curricular changes to improve student learning. **[R9.27]** Additionally, WHCC's fall 2017 Flex Day served as a Student Learning Outcomes Assessment Day, which allowed faculty additional time on task to review, revise, and improve PSLO and CSLO statements. **[R9.28]** After the SLO Assessment Day activities, the SLO Coordinator compiles a report of all revised and improved CSLO statements. **[R9.28A]** The report will be shared with the rest of the College in fall 2018.

- At the institutional level, the Institutional Learning Outcomes Committee (ILOC) met throughout the spring 2018 semester to review Institutional Learning Outcomes (ILOs) and discuss assessment results. As a result of this work the ILOC subsequently closed the loop on the work done on the previous cycle. The ILOC submitted a number of recommendations to the Outcomes Committee. The Outcomes Committee approved the recommendations and will report them to IEAC for Follow-Up and/or implementation in September. **[R9.29, R9.30, R9.31]**

- The April 25, 2018 President's Open Forum was dedicated to providing an overview and discussion of the College's Outcomes process and framework for faculty, staff, and administrators. **[R9.32]**

➢ In fall 2018 the SLOC will generate bi-annual aggregate outcome assessment data to be shared at professional development events beginning spring 2019.

The College has reviewed practices and processes related to the utilization of the results of student learning outcomes assessment to improve programs and institutional processes including resource allocation. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

➢ The SLOC and PRC reviewed data visualization and reporting processes in eLumen, AIERP Data dashboards, and the Colleges' Portal (SharePoint Drive). The two committees collaborated on ways to streamline the mechanism(s) through which student learning outcomes data is incorporated into the Program Review process. The committees reviewed and refined the Program Review Template. **[R9.33]** The template now not only includes student learning outcomes assessment data and analysis but also reflects stronger alignment between individual program goals and the following:

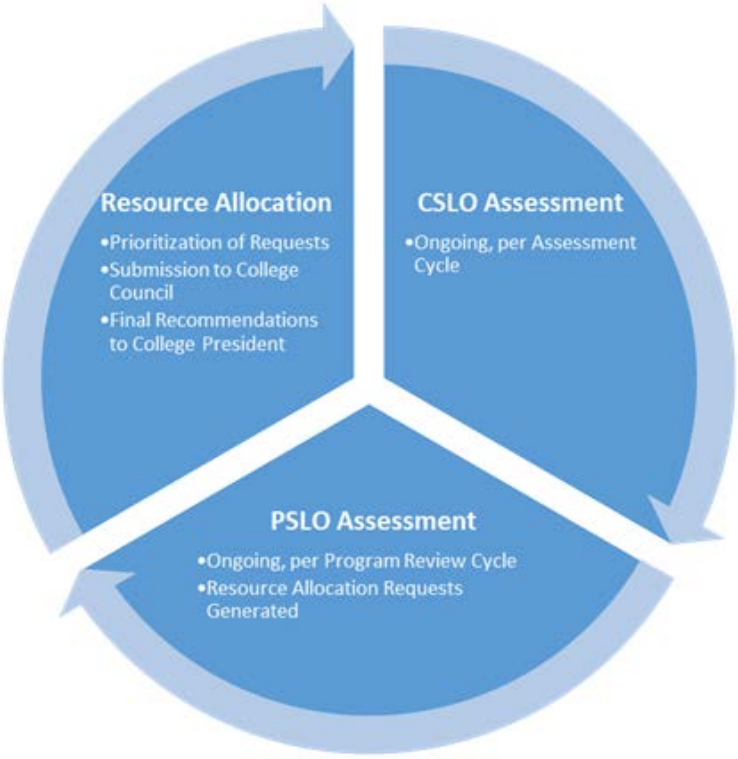
- Student learning outcomes assessment and data
- College core goals
- Student success and equity goals
- District strategic goals and KPIs
- Program student learning outcomes
- Resource allocation

This student success and achievement data as well as student learning outcomes data is utilized to improve programs and institutional processes.

➢ After widespread discussion, the college made changes to improve the manner in which assessment results are utilized to improve the program review process and the resource allocation process. At the program level, the Program Review Template for instructional programs was modified to streamline the process. The Program Review Template now includes questions of impact analysis (i.e. SLOs assessment results and improvements), and creates a stronger linkage between the Program Review process and the resource allocation process. To date, Allied Health, Kinesiology, Political Science, and Geography instructional programs have gone through the improved operational practices for both processes. As evidenced in the Program Review documents for these programs the review and analysis of assessment data was utilized to make modifications to SLO's; develop action plans for improved outcomes on PLOs; and make resource allocation requests to support plans for improvement in student learning. **[R9.34, R9.35, R9.36, R9.37, R9.38]**

➢ Additionally, the PRC recommended that the Budget Resources Committee (BRC) incorporate a mechanism into the resource allocation process through which priority consideration be given to the programs, departments, and instructional learning areas that have completed their program reviews within cycle timelines. **[R9.39]** BRC developed a Resources Allocation Request form and corresponding Prioritization Rubric that

prioritizes resource requests that reflect analysis of SLO data; action plans to improve learning outcomes; and associated resource requests to support identified improvement efforts. **[R9.40, R9.41]** The resource allocation form, rubric and process was approved by College Council spring 2018. **[R9.42]** The College's resource allocation process now reflects the prioritization of resource requests based upon student learning outcomes assessment.



The College has reviewed practices and processes related to the inclusion of student learning as one component in assessing institutional effectiveness. As a result, in addition to the actions noted above, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- The College assesses institutional effectiveness across a broad spectrum of metrics. The college has institutionalized the inclusion of student learning as one component in assessing institutional effectiveness through the incorporation of outcomes assessment data in Learning Area meetings, Program Review, and the IEAC Annual Report on Institutional Effectiveness which will be disseminated college wide each fall beginning fall 2018. **[R9.43]** In addition, Institution Set Standards pertaining to course completion data and success are discussed in a variety of venues. **[R9.44, R9.45, R9.46]**

- During the spring 2018 semester, the ILO Committee approved recommendations pertaining to: 1) facilitating faculty engagement in structured discussions about student

success; 2) training for faculty in CSLO assessment and reporting practices and processes; and 3) the frequency of ILO meetings and ILO committee participation. **[R9.47]**

- Additionally, the Outcomes Committee voted to have the ILO Committee conduct continuous monitoring of the progress of the ILO recommendations on an annual basis. The ILO Committee members agreed to have meetings, at least once a semester, to monitor progress on ILO recommendations instead of disbanding as in previous years. The standing meetings will be utilized to monitor the progress of the implementation of the ILO recommendations to ensure that the recommendations lead to improved institutional effectiveness. **[R9.48]**

- Finally, as previously discussed, the Reflection Template created by the SLOC is designed to prompt faculty analysis of student learning outcomes assessment data and stimulate dialogue regarding that data. The Reflection Template allows faculty to reflect on pedagogical improvements; course structure; development or revisions of outcomes; and curricular changes to improve student learning.

Consequently, through the process and practices outlined above, the sum of the whole is much greater than any of the individual parts. The College fully and meaningfully assesses all course, certificate, and degree programs using student learning outcomes assessment to improve student learning. In addition, the College ensures that faculty and staff fully engage in the student learning outcomes assessment process and that student learning is included as one component in assessing institutional effectiveness.

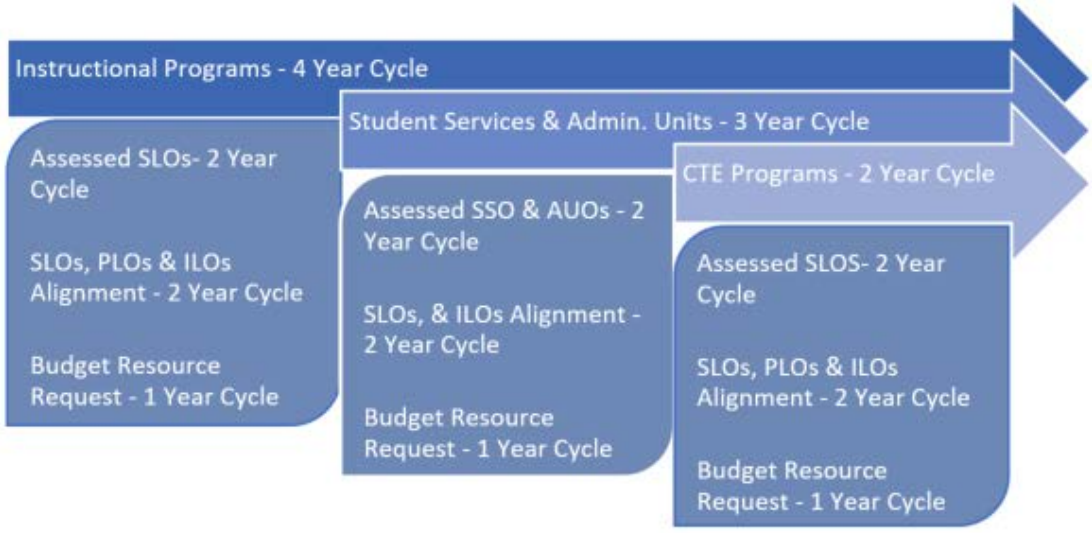
West Hills College Coalinga (WHCC) has responded to Recommendation 9. The College has presented evidence documenting the resolution of elements of noncompliance and now fully meets Standards I.B.1, II.A.1, II.A.2, II.A.3, II.A.11, and II.A.16.

Sustainability

The College has reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standards I.B.1, II.A.1, II.A.2, II.A.3, II.A.6, II.A.11, and II.A.16:

- The College has developed and fully vetted a two-year SLO assessment cycle wherein CSLOs are mapped to PLOs. Consequently, as CSLO assessment data is “rolled up” to the program level, the cycle incorporates the assessment of all course, certificate, and degree programs. Faculty develop action plans and approaches to pedagogical improvement based upon the review; thoughtful reflection; and analysis of student learning outcomes data. This information is then utilized during Program Review to support requests for resources through the resource allocation process.

Program Review Cycle



- By the end of fall 2018 PRC will have fully implemented the program review process through eLumen. This will allow the college to refine process at the program level. The outcomes assessment data will be electronically linked to program reviews within the system thus further streamlining program review processes for faculty, staff, and administrators.

- The SLO Workflow now incorporates the inclusion of new courses into the assessment cycle. As new courses are created and approved by the Curriculum Committee, the semester in which the CSLO's will be assessed within a two-year timeframe is assigned through the SLO Workflow process and the assessment cycle will be updated. **[R9.49]**

- Publishing the assessment cycle and housing assessment data in eLumen has increased faculty awareness regarding when assessments are due. The SLOC and Outcomes Committee will review the Two Year Assessment Cycle every semester to assure that all courses are tracked for assessment completion. The EVP will continue to generate the Faculty Participation Report from the eLumen outcomes assessment software at the end of each semester and will take appropriate action(s) on any issues of noncompliance.

- Upon completion of a full two-year assessment cycle, the College will have a full set of PSLO data in eLumen. The efficiency of the SLO assessment process will be enhanced as this data will be pre-populated into Program Review templates and faculty will have immediate and direct access to PSLO data that will be analyzed and utilized to make resource requests to improve instructional programs.

- The membership of the Outcomes Committee has been revised and expanded. The new membership structure of the Outcomes Committee will contribute to the sustainability of authentic collegial dialogue on the student learning outcomes assessment framework and

processes. The Committee will make recommendations regarding how to improve linkages, cohesiveness, and effectiveness between outcomes assessment, program review, and resource allocation processes. This will include collaborating with the BRC to continue to refine the resource allocation processes. The inclusion of a representative from the BRC provides the linkage necessary to ensure continued evaluation of how eLumen might be utilized to automate and streamline student learning outcomes data and analysis into the infrastructure of the resource allocation process. **[R9.50]**

- The ILO Committee will assess ILOs every two years in alignment with the new assessment cycle. The ILO Committee will review ILO assessment outcomes; prepare a report on ILO outcomes; and review progress made on previous college wide recommendations to improve institutional level student learning outcomes based upon previous assessment findings. The Committee will also formulate new recommendations based upon current ILO assessment results. ILO committee meetings will be held at least once per semester and will report updates to the Outcomes Committee. The Outcomes Committee will report updates to IEAC and College Council. **[R9.51]**

- The ILO Committee reports updates to the Outcomes Committee. The Outcomes Committee reports updates to IEAC and IEAC provides reports to the College Council. Student learning outcomes assessment data is compiled and disseminated through these reporting processes. Beginning fall 2018 the data is submitted to IEAC and included in the IEAC Annual Report to College Council. The report is submitted to the Academic Senate for dissemination to learning areas for discussion at area meetings. **[R9.52]**

- With the implementation of eLumen; the established assessment cycle; and the mapping of CSLOs to PSLOs; the assessment of student learning outcomes is taking place on all levels. The analysis of student learning outcomes data for PSLOs, certificates, and degrees takes place during Program Review.

- Previously, faculty had to manually extract CSLO assessment data from the SharePoint intranet portal and enter the data into the Program Review Template. This process was cumbersome, tedious, and time consuming for faculty. The automated processes and immediate access to relevant, meaningful, student learning outcomes data through eLumen expedites this process and allows this data to be more broadly utilized to advance institutional integrated planning processes. Outcomes data is currently analyzed and reviewed by the following councils and committees throughout the academic year:

  SLOC - fall
  IEAC - fall
  PRC (per cycle) - fall
  Academic Senate – fall
  Learning Areas - fall

  Student Success Committee - spring
  PRC (per cycle) - spring
  College Council - spring

- Training and professional development opportunities for faculty, staff, and administrators will continue to be scheduled throughout each semester to ensure that the College continues to develop capacity and become more proficient in the utilization of the eLumen software. The SLO Coordinator will continue to develop and conduct workshops to provide the faculty with the professional development necessary to ensure that all faculty have the information and training needed to complete their student learning outcomes assessments. These workshops provide faculty with the opportunity to finish assessments according to the established CSLO assessment cycle as well as to get individualized assistance as necessary. **[R9.53]**

- Fall and spring Faculty Professional Development Days will continue to include a review and discussion of outcomes data. The College will continue to use SLO Assessment Days to provide dedicated time-on-task for faculty to:

    - review and revise learning outcome statements
    - analyze and discuss outcome assessment results
    - identify areas for improvement
    - develop action plans utilizing the Reflection Template.

  The SLOC compiles a list of all of the assessment results; noted areas for improvement; and action plans that is shared with the rest of the college.

- eLumen provides a streamlined, stable and sustainable platform through which student learning outcomes at the course, program, certificates and degrees levels are fully and meaningfully assessed on an iterative basis. Setting up assessment shells over the next year and facilitating the student learning outcomes assessment process through eLumen will improve communication with faculty regarding timelines and process workflows. Subsequently, faculty will become better informed and more engaged in the student learning outcomes assessment process.

- To further support the sustainability of these streamlined processes for student learning outcomes assessment the SharePoint portal pages were reviewed and redesigned to facilitate easier navigation and user friendliness. New portal pages were created as necessary to complete the infrastructure to support the revised practices and processes. **[R9.54]**

- The SLO Coordinator developed training videos, a SLO Handbook and a SLO guide to increase faculty, staff, and administrators understanding of the SLO assessment processes at the College. These resources are available to faculty and staff through the SharePoint portal pages. **[R9.55]**

- Sustainability of full and meaningful engagement in the assessment of student learning outcomes will be further supported by the eLumen. The system analytics and report features will begin to provide content for rich and robust data informed conversations college-wide regarding student learning outcomes assessment. Governance committees

and councils will place the review of outcomes assessment data as agenda items in conjunction with discussions regarding practices and processes that support integrated planning focused on student success.

West Hills College Coalinga (WHCC) has documented the resolution of elements of noncompliance related to Recommendation 9 and demonstrated the implementation of processes and practices to sustain compliance with Standards I.B.1, II.A.1, II.A.2, II.A.3, II.A.11, and II.A.16 .

Indexed Evidence for Resolution of College Recommendation 9

Evidence Identifier	Evidence Description	Evidence Link
R9.1	WHCC Two Year Assessment Cycle	**R9.1**
R9.2	Mid-Semester Flex Day Agenda WHC Coalinga_10_27_17	**R9.2**
R9.3	Assessment Day Agenda 05-18-2018	**R9.3**
R9.4	Outcomes Committee Meeting 2018-04-11 *Pg. 1*	**R9.4**
R9.5	College Council Minutes 04.11.18, p. 8 (Example NC120) *Pg. 7*	**R9.5**
R9.6	Screenshot of NC120 on Assessment Cycle (New Course)	**R9.6**
R9.7	Flex Day Agenda 10.27.17	**R9.7**
R9.7A	Geography Course Level to Program Level Mapping *Pg. 1-3*	**R9.7A**
R9.8	Assessment Day Agenda 05-18-2018	**R9.8**
R9.9	Elumen Assessment Schedule (BUS 024 classes - Spring 2018)	**R9.9**
R9.10	Elumen Assessment Data for BUS 024 - Spring 2018	**R9.10**
R9.11	PSLO Planning Guide (Geography)	**R9.11**
R9.12	Instructional Program Review Template *Pg. 3-4*	**R9.12**
R9.13	Program Review Kinesiology, *Pg. 10-12*	**R9.13**
R9.14	Program Review Committee Minutes 04.04.18 *Pg. 1*	**R9.14**
R9.15	Program Review Allied Health, *Pg. 22*	**R9.15**

R9.16	Program Review Committee Minutes 03.21.18 *Pg. 1*	**R9.16**
R9.17	Program Review Geography, *Pg. 9-12*	**R9.17**
R9.18	Program Review Committee Minutes 04.18.18 *Pg. 1-2*	**R9.18**
R9.19	eLumen CSLO Screenshot of Interdisciplinary Studies	**R9.19**
R9.20	Fall 2018 Assessment Email by SLO Coordinator	**R9.20**
R9.21	West Hills College Coalinga - Faculty Participation - Results	**R9.21**
R9.21A	College Council Agenda 9.21.18 *Pg. 9*	**R9.21A**
R9.21B	Process for SLO Assessment Noncompliance Presentation	**R9.21B**
R9.22	Outcomes Handbook - Draft	**R9.22**
R9.23	Outcomes Committee Portal Page Screenshot	**R9.23**
R9.24	Training Video Screen Shot	**R9.24**
R9.25	Outcomes Committee Governance page	**R9.25**
R9.26	Reflection Template	**R9.26**
R9.27	Assessment Day Agenda 05-18-2018	**R9.27**
R9.28	Flex Day Agenda 10.27.17	**R9.28**
R9.28A	SLO Assessment Report – Draft Copy	**R9.28A**
R9.29	Institutional Learning Outcomes 2012-2018 Final Report	**R9.29**
R9.30	Institutional Learning Outcomes Recommendations 2018	**R9.30**

R9.31	Outcomes Committee Meeting 2018-05-02 - ILO Recommendations *Pg. 1*	**R9.31**
R9.32	Assessment Presentation 04.25.18	**R9.32**
R9.33	Program Review Template	**R9.33**
R9.34	Program Review Allied Health, *Pg. 22*	**R9.34**
R9.35	Program Review Kinesiology, *Pg. 10*	**R9.35**
R9.36	Program Review Political Science, *Pg.10*	**R9.36**
R9.37	Program Review Geography, *Pg. 9*	**R9.37**
R9.38	College Council Minutes 4.20.18 *Pg. 3*	**R9.38**
R9.39	Resource Allocation 2018	**R9.39**
R9.40	Resource Request Form	**R9.40**
R9.41	Resource Rubric	**R9.41**
R9.42	College Council Minutes 11.22.17 *Pg. 2*	**R9.42**
R9.43	IEAC Annual Report 2018 Draft	**R9.43**
R9.44	Institutional Effectiveness and Accreditation Committee Minutes 4.9.18, *Pg. 2*	**R9.44**
R9.45	Academic Senate Minutes 02.07.18, *Pg.1*	**R9.45**
R9.46	President's Open Forum	**R9.46**
R9.47	Institutional Learning Outcomes Recommendations 2018 *Pg. 1-2*	**R9.47**
R9.48	Outcomes Committee Meeting 2018-05-02 - ILO Recommendations *Pg. 1*	**R9.48**

R9.49	Screenshot of part of the SLO Workflow	**R9.49**
R9.50	Committee Form Governance Manual-Outcomes Committee-REVISED	**R9.50**
R9.51	Institutional Effectiveness and Accreditation Committee Minutes 9-12-18 *Pg. 1*	**R9.51**
R9.52	IEAC Annual Report 2018 Draft	**R9.52**
R9.53	elumenate Your Life	**R9.53**
R9.54	Screen shot of SLOC Portal Page	**R9.54**
R9.55	WHCC CSLO INPUT Training Guide	**R9.55**

COLLEGE RECOMMENDATION 10 (Compliance): In order to meet the Standards, the team recommends that the College ensure that all course syllabi include the approved student learning outcomes and that the officially approved course outlines contain student learning outcomes. (II.A.3)

Narrative Analysis of Resolution of College Recommendation 10

West Hills College Coalinga (WHCC) has responded to this recommendation; resolved elements of noncompliance; and now fully meets Standard II.A.3.

The College has reviewed practices and processes related to ensuring that all course syllabi include the approved student learning outcomes. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- In response to the recommendation, IEAC reviewed practices and processes related to the alignment of approved SLOs as presented on course syllabi. The review of course syllabi was assigned to the Office of Educational Services (OES). The Executive Vice President (EVP) conferred with the President of the Academic Senate on procedural improvements. The EVP then subsequently worked with the SLO Coordinator, and Curriculum Committee Chair to sponsor professional development activities and to create resource tools to support faculty to ensure that all course syllabi include the approved student learning outcomes. **[R10.1, R10.2, R10.3, R10.4]**

- During fall 2017 The Office of Educational Services created a matrix to track and review course syllabi each semester to ensure that the SLOs listed on the syllabi are the approved SLOs per the officially approved SLOs housed in eLumen. **[R10.5, R10.6]** Furthermore, to ensure that syllabi for all courses were in compliance, Office of Educational Services and the IEAC jointly presented the updated review process at the Faculty Flex Day on April 6, 2018. **[R10.7, R10.8]**

- Syllabi for courses scheduled for spring 2018 were reviewed for compliance. If a syllabus was found to be out compliance, the individual faculty member was contacted and provided with direction, resources, and training to bring the syllabus into compliance. **[R10.9, R10.10]** Faculty remaining out of compliance 30 days post notification were informed that a notation regarding lack of compliance would be placed in their personnel file for inclusion in the next evaluation cycle. **[R10.11, R10.12]** At the conclusion of the spring 2018 semester the matrix data was reviewed again for progress on syllabi shown to be out of compliance. Matrix data indicated that 100% of the 354 syllabi reviewed reflected approved SLOs. **[R10.13]**

- Additionally, IEAC recommended that, for the purposes of process improvement, commencing with evaluations scheduled for fall 2018, academic administrators would verify that the SLOs reflected on syllabi were accurate. Notations regarding barriers,

issues, concerns, and professional development needs expressed during post evaluation meetings regarding ensuring syllabi reflect approved SLOs will be reviewed by the Office of Educational Services. **[R10.14]** Academic administrators were informed, trained, and received faculty evaluation guidelines that included syllabus review as part of faculty evaluations**. [R10.15]**

The College has reviewed practices and processes related to ensuring that the officially approved course outlines contain student learning outcomes. **[R10.16, R10.17]** As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- Prior to 2015, the Course Outline of Record (COR) was not required to include SLOs. In compliance with ACCJC standards, post 2015 approved SLOs are required to be reflected on each COR. Subsequently the Curriculum Committee developed and implemented a process for new and revised courses that requires each COR to include a SLO Addendum Form. The SLO Addendum Form contains the official declaration of SLOs for that COR. The Addendum Form is submitted to the SLOC for review, approval, and verification that the SLOs are accurate. Once accuracy is confirmed the SLO Addendum is routed to the Curriculum Committee to be attached to the COR for review and approval. **[R10.18, R10.19, R10.20, R10.21, R10.22]**

West Hills College Coalinga (WHCC) has responded to Recommendation 10. The College has presented evidence documenting resolution of elements of noncompliance and now fully meets Standard II.A.3

Sustainability

The College has reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standard II.A.3:

- Prior to the first day of instruction the Office of Educational Services reviews course syllabi for courses scheduled and verifies that they contain current SLOs and that these SLOs reflect the SLOs contained on the approved COR.

- The SLO Committee has coordinated its meetings to occur before Curriculum Committee meetings. This allows instructional learning areas and faculty to have their course SLOs reviewed and approved with enough time to submit the CORs, with SLOs, to the Curriculum Committee for review and approval. **[R10.23, R10.24]**

- Beginning fall 2018 all SLOs and CORs are housed in eLumen. The eLumen software system electronically updates all CORs with new and/or revised SLOs once they are approved and entered into the system. **[R10.25, R10.26, R10.27, R10.28, R10.29]**

- Faculty received information and training on how to use eLumen during fall Flex Day 2017 and spring Flex Day 2018. Beginning fall 2018 Curriculum Committee and SLOC began hosting bi-monthly eLumen workshops for continued professional development. **[R10.30, R10.31, R10.32, 10.33]**

- The Curriculum Committee retains purview and accountability for the review and approval of new and revised CORs to ensure compliance with ACCJC standards. **[R10.34, R10.35]**

West Hills College Coalinga (WHCC) has documented the resolution of elements of noncompliance related to Recommendation 10 and demonstrated the implementation of processes and practices to sustain compliance with Standard II.A.3.

Indexed Evidence for Resolution of College Recommendation 10

Evidence Identifier	Evidence Description	Evidence Link
R10.1	Flex Day Agenda 4.2.18	**R10.1**
R10.2	Evaluation Training 4.6.2018	**R10.2**
R10.3	Student Learning Outcomes Committee Minutes 9.19.17 *Pg. 2*	**R10.3**
R10.4	Senate Syllabi Thoughts email	**R10.4**
R10.5	Fall 2017 Syllabi Review Matrix	**R10.5**
R10.6	eLumen SLO Coalinga – Math, Science and Kinesiology 5.22.18	**R10.6**
R10.7	Flex Day Agenda 4.6.18	**R10.7**
R10.8	Evaluation Training 4.6.18	**R10.8**
R10.9	Faculty Training via Portal Page email 5.2018	**R10.9**
R10.10	Faculty Training email	**R10.10**
R10.11	Compliance Email Sample 1	**R10.11**
R10.12	Compliance Email Sample 2	**R10.12**
R10.13	Spring 2018 Syllabi Review Matrix	**R10.13**
R10.14	Institutional Effectiveness and Accreditation Committee Agenda 4.13.18 *Pg. 3*	**R10.14**
R10.15	West Hills Administrative Training Meeting 7.2.18	**R10.15**
R10.16	Academic Senate Meeting Minutes 3.21.18 *Pg.1*	**R10.16**

R10.17	COR-CSLO Syllabi Training spring 2018	**R10.17**
R10.18	ART 013A COR with SLO Pre- 2015	**R10.18**
R10.19	IS 001 COR with SLO post 2015	**R10.19**
R10.20	BIO 038 COR with SLOs Post 2015	**R10.20**
R10.21	SLO Addendum KINES 046 example	**R10.21**
R10.22	Curriculum Committee Minutes 5.22.18 *Pg. 5-6*	**R10.22**
R10.23	SLOC Committee Calendar April 2018 Screenshot	**R10.23**
R10.24	Curriculum Committee Calendar April 2018 Screenshot	**R10.24**
R10.25	STEM – Course Student Learning Outcomes (eLumen)	**R10.25**
R10.26	Student Services – Course Student Learning Outcomes (eLumen)	**R10.26**
R10.27	IS 002 Course Outline of Record (COR) *Pg. 6*	**R10.27**
R10.28	MATH 063 Course Outline of Record (COR) *Pg. 6*	**R10.28**
R10.29	elumen Inventory (excel spreadsheet)	**R10.29**
R10.30	Mid-Semester Flex Day Agenda WHC Coalinga 10.27.17	**R10.30**
R10.31	eLumenate Your Life Email bi-monthly workshops	**R10.31**
R10.32	COR-CSLO-Syllabi Training S18	**R10.32**
R10.33	There's no eLumen Without U! F17	**R10.33**
R10.34	WHCC Curriculum Roles 2018-2019	**R10.34**

R10.35	WHCC Curriculum Committee Portal Site	**R10.35**

COLLEGE RECOMMENDATION 12 (Compliance): In order to meet the Standards, the team recommends that all personnel are systematically evaluated at stated intervals in accordance with the collective bargaining agreements and board policies. (III.A.5)

Narrative Analysis of Resolution of College Recommendation 12

West Hills College Coalinga (WHCC) has responded to this recommendation; resolved elements of noncompliance; and now fully meets Standard III.A.5.

The College has reviewed practices and processes related to the systematic evaluation of all personnel at stated intervals in accordance with the collective bargaining agreements and Board policies. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- Upon receipt of the Action Letter from the Commission the Office of the President coordinated with the WHCCD Director of Human Resources to immediately begin to review and examine the District personnel evaluation processes and practices in accordance with the collective bargaining agreements and board policies. The Office of the President and HR Director also discussed and reviewed campus based practices that support District protocols pertaining to the evaluation of faculty, staff, and administrators. As a result, electronic spreadsheets were developed to track evaluations. **[R12.1, R12.2, R12.3]**

- An internal audit of the District's HR practices and procedures pertaining to personnel evaluations was conducted. This audit included communication practices regarding notifications of evaluation due dates and certifications of completion. It was determined that the District maintained a comprehensive database that contained information regarding personnel evaluation due dates and dates of completion. Although these practices were in alignment with the collective bargaining agreements and board policies the email communication and reporting processes utilized to notify the campus of the status of personnel evaluations yielded inconsistent compliance by managers and administrators. Consequently, as evidenced by emails and memos from the HR Department, these processes and practices were streamlined and revised. **[R12.4, R12.5]**

- The Director of Human Resources Report was added to the attendee roster of the President's Executive Cabinet (PEC) and gives a monthly report as a standing item on the agenda. **[R12.6, R12.7]** All WHCC managers and administrators are members of PEC. In addition, to improve compliance, matrices that reflect evaluation cycles, due dates, and status reports for adjunct faculty, tenure track/tenured faculty, classified managers, and administrators were developed and shared with the college administrative team. These matrices are housed on the intranet portal. **[R12.8, R12.8A, R12.8B, R12.8C]** The

databases are updated in real-time and accessible by campus administrators and managers. In addition, Human Resources staff send monthly reminders regarding faculty, staff, and administrator evaluation timelines and due dates to immediate supervisors. **[R12.9]**

- Spreadsheets tracking adjunct, tenure track, and tenured faculty evaluation cycles are maintained and monitored through the Office of the Executive Vice President. These spreadsheets include faculty name, date of hire, last evaluation date, and next evaluation date. **[R12.10]**

- Board Policy (BP) 7218 which addresses adjunct faculty evaluation processes was approved by the Board of Trustees in June 2017. Per the BP adjunct faculty will be evaluated within the first academic year they begin teaching and every sixth semester thereafter. This required the development of a mechanism to track adjunct faculty hire dates and subsequent evaluation cycles. During the 2017/18 academic year the HR Department and the Office of Educational Services worked on the development of practices, procedures, and the electronic spreadsheet utilized to track adjunct evaluations. **[R12.11, R12.11A]**

- The College has practices and procedures to ensure that personnel evaluations are conducted in accordance with the WHCCD Collective Bargaining Agreements and Board Policies. **[R12.12, R12.13, R12.13A]** The WHCCD Office of Human Resources staff utilizes Professional Development Days to conduct training for managers and administrators to facilitate an understanding of evaluation intervals, timelines, cycles, and responsibilities. **[R12.14, R12.14A, R12.14B]**

- This systemic approach to monitoring and accountability includes regular, ongoing dialogue between the Office of Human Resources and the campus administrators through electronic notifications and reminders. **[R12.15]**

- During the spring 2018 semester, it was discovered that dates for the evaluation cycles of some faculty were inadvertently populated inaccurately on the electronic spreadsheet utilized to track faculty evaluation cycles. This has since been corrected and all faculty have been adjusted to the correct cycle. Training was conducted to review the evaluation process and ensure that timelines were followed. Faculty found to be off cycle were notified and those requiring evaluation during the spring 2018 semester, in accordance with the corrected evaluation cycle, were evaluated bringing all faculty evaluations into compliance. **[R12.16]**

- Findings of the External Evaluation Team cited ten (10) evaluations out of compliance:

- Five (5) FT faculty evaluations were documented as having been completed, however, these evaluations were completed after the conclusion of the evaluation cycle.
- Five (5) FT faculty evaluations were documented as incomplete at the conclusion of the evaluation cycle.

➢ At the time of submission of this Follow-Up Report 100% of employee evaluations are in compliance with timelines.

West Hills College Coalinga (WHCC) has responded to Recommendation 12. The College has presented evidence documenting the resolution of elements of noncompliance and now fully meets Standard lll.A.5.

Sustainability

The College has reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standard III.A.5:

➢ On an annual basis, on or about July 1, the Human Resources Department sends notification of evaluations scheduled for the next fiscal year. The Director of Human Resources submits spreadsheet(s) documenting scheduled evaluations to the President's Office for review. All administrative evaluations are to be completed on an annual basis on or before July 1st of every year. Classified management and confidential staff are evaluated on an annual basis based on their anniversary date in the position. Classified staff are evaluated based on the terms and conditions of the collective bargaining agreement. Full-time faculty are evaluated based on the terms and conditions of the collective bargaining agreement. All tenure track faculty are evaluated on an annual basis until tenure is granted. Once tenured, full-time faculty are evaluated on a tri-annual basis. Temporary and grant funded faculty are evaluated on an annual basis. Effective spring 2017 adjunct faculty will be evaluated within the first academic year they begin teaching and every sixth semester thereafter.

➢ Evaluations are logged into the Ellucian system and into an Excel spreadsheet used for tracking purposes. All employee evaluations are complete when submitted to the Human Resources Department and placed in the personnel file. The Office of Human Resources works closely with the management team and faculty leadership to ensure that all evaluations are completed in specified timeframes. However, it should be noted that from time to time, due an array of circumstances, an evaluation may be completed in compliance with timelines (all processes followed and signatures obtained) but

unintentionally delayed in being returned to the Office of Human Resources to be logged as complete and retained in the employee's file.

- The Human Resources Department sends monthly notifications to administrators regarding pending and past due evaluations. These notifications are accompanied by color coded spreadsheet wherein evaluations coded red are due within one month. **[R12.17, R12.18]**

- The Director of Human Resources attends the President's Executive Cabinet meeting on a monthly basis where updates and notifications are provided. Issues and concerns regarding evaluations and evaluation processes are also discussed. **[R12.19, R12.19A, R12.19B]**

- The Executive Vice President provides a bi-annual report of all completed and pending personnel evaluations is provided to IEAC. **[R12.20]**

West Hills College Coalinga (WHCC) has documented the resolution of elements of noncompliance related to Recommendation 12 and demonstrated the implementation of processes and practices to sustain compliance with Standard III.A.5.

Indexed Evidence for Resolution of College Recommendation 12

Evidence Identifier	Evidence Description	Evidence Link
R12.1	Full Time Faculty Evaluation Spreadsheet	**R12.1**
R12.2	Adjunct Faculty Evaluation Spreadsheet	**R12.2**
R12.3	Classified and Administration Evaluation Spreadsheet Update Aug. 18	**R12.3**
R12.4	Email to Administration regarding evaluations	**R12.4**
R12.5	HR Email after to Warning Status	**R12.5**
R12.6	President's Executive Council Agenda 6.28.18 *Pg. 1-2*	**R12.6**
R12.7	Evaluation Update by HR (PEC Meeting 6.28.18)	**R12.7**
R12.8	President's Portal Page - Evaluation Cycle Screenshot	**R12.8**
R12.8A	Screen Shot Full Time Faculty Evaluation Page	**R12.8A**
R12.8B	Screen Shot Adjunct Time Faculty Evaluation Page	**R12.8B**
R12.8C	Screen Shot Administration and Classified Time Faculty Evaluation Page	**R12.8C**
R12.9	HR Evaluations annual notification	**R12.9**
R12.10	Full Time Faculty Evaluation Schedule 2017-18	**R12.10**
R12.11	Adjunct Faculty Evaluation Schedule for Fall 18	**R12.11**
R12.11A	Board Policy 7218 Adjunct Faculty *Pg. 2*	**R12.11A**
R12.12	CSEA Contract 2017-2020 *Pg. 55*	**R12.12**

R12.13	CTA Contract 2016-2019 *Pg. 12-15*	**R12.13**
R12.13A	Board Policy 214 Confidential and Management Evaluation	**R12.13A**
R12.14	HR Trainings Presentations	**R12.14**
R12.14A	HR Emails Regarding CTE Onboarding	**R12.14A**
R12.14B	HR Training Presentation at Professional Development Day	**R12.14B**
R12.15	Emails from HR to Admin with past due information reminders and/or notifications	**R12.15**
R12.16	Spring 18 full time spreadsheet	**R12.16**
R12.17	Annual Notification Email from HR	**R12.17**
R12.18	Monthly Notification Email from HR	**R12.18**
R12.19	President's Executive Cabinet Agenda 8.17.18 *Pg. 1-2*	**R12.19**
R12.19A	HR Recruitment Update to PEC	**R12.19A**
R12.19B	HR Coalinga Evaluations Update to PEC	**R12.19B**
R12.20	Institutional Effectiveness and Accreditation Committee Minutes 5.4.18 *Pg. 2*	**R12.20**

COLLEGE RECOMMENDATION 14 (Compliance): In order to meet the Standards, the team recommends that the College, as it notes in its QFE, evaluate the governance and decision-making procedures and processes, including the *Participatory Governance and Integrated Planning Manual 2014*, to assure their effectiveness. (IV.A.7)

Narrative Analysis of Resolution of College Recommendation 14

West Hills College Coalinga (WHCC) has responded to this recommendation; resolved elements of noncompliance; and now fully meets Standard IV.A.7.

As noted in the QFE of the ISER that was submitted to the Commission the College has evaluated the governance and decision making procedures and processes, including the *Participatory Governance and Integrated Planning Manual 2014*, to assure their effectiveness. As a result, WHCC has completed the following action items to address and resolve the concerns noted in the recommendation:

- The College has reviewed the governance and decision making procedures and processes including the Participatory Governance and Integrated Planning Manual 2014 to assure their effectiveness. This included a specific focus on the existing participatory governance structure. The College determined that several revisions were required in both the manual and the governance structure to facilitate effective integrated planning processes and improved assessment of institutional effectiveness. The College administered the 2017 Committee Communication and Effectiveness Survey to further assess institutional challenges pertaining to integrated planning and institutional effectiveness. **[R14.1]** As a result of these efforts the participatory governance structure was revised by the end of the spring 2017 semester. **[R14.2, R14.3, R14.4, R14.5]** To improve integration, and decision making processes the revised structure included:

    - a new Professional Development Committee
    - an Outcomes Committee with subgroups (SLO and AUO committee)
    - Infrastructure and Safety Committee
    - Budget Resources Committee
    - Student Success Committee
    - a redesigned Institutional Effectiveness and Accreditation Committee (IEAC)

- The following action items were completed as part of the review and revision of the manual and governance structure

- ✓ College Council reviewed the Participatory Governance and Integrated Planning Manual (last updated 2014) and established a Governance Manual Subcommittee to update the Manual. **[R14.6, R14.7, R14.8]**

- ✓ The subcommittee revised templates for each governance committee to include governance integration; governance site links; and self-evaluation plans. **[R14.9]**

- ✓ The templates were distributed to committee chairs and subsequently completed to reflect each committees current charge, membership, practices, etc. **[R14.10]**

- ✓ The subcommittee reviewed and compiled suggestions for improvement and the templates were returned to the committees to be finalized. **[R14.11]**

- ✓ Finalized templates were utilized by subcommittee to complete updates to the Governance Manual. **[R14.12]**

- ✓ In addition, the Subcommittee made recommendations to further improve governance and decision-making procedures and processes that may be reflected in future revisions of the Manual. **[R14.13, R14.14]**

- ✓ As part of this process the Office of Institutional Research, Effectiveness, Accreditation and Planning administers a WHCCD Committee Communication and Effectiveness Survey every two years. The survey focuses generalized awareness, observations, and practices of governance councils and committees throughout the District. The results were shared with the College Council to inform potential revisions and improvements to governance and decision making processes. **[R14.15, R14.16, R14.17]**

- ✓ In addition, to further assess decision-making procedures and processes the IEAC implemented Annual Committee Review Surveys to assess the effectiveness of decision-making councils and committees. These surveys focused on process effectiveness and committee effectiveness. **[R14.18, R14.19, R14.20]**

- ✓ Each governance committee also reviews their annual goals set at the beginning of each academic year and conducts a self-assessment of their challenges that includes recommendations for the next academic year. **[R14.21, R14.22]** IEAC will review results, provide feedback and recommendations to committees, and includes summary information in the Annual IEAC report which is presented to College Council. The surveys are conducted annually, which include annual committee assessments. **[R14.23]**
- ✓

- In addition, College Council reviewed and revised the Integrated Planning Cycle. The Cycle was subsequently distributed college wide and incorporated into the revisions of the Participatory Governance and Integrated Planning Manual. **[R14.24, R14.25, R14.26]**

West Hills College Coalinga (WHCC) has responded to Recommendation 14. The College has presented evidence documenting the resolution of elements of noncompliance and now fully meets Standard IV.A.7

Sustainability

The College has reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standard IV.A.7:

- West Hills College Coalinga has implemented annual committee evaluation surveys that assess the effectiveness of governance and decision-making processes and practices across the campus. Aggregated data and survey results summaries are included in the IEAC Annual Report. **[R14.27]**

- The *Participatory Governance and Integrated Planning Manual* has been updated to document the revised participatory governance structure and decision making practices. The Manual promotes a common understanding of processes; ensures the consistent application of practices; and supports continuous improvement of institutional effectiveness. The Manual will be reviewed annually in accordance with the Integrated Planning Cycle. **[R14.28]**

West Hills College Coalinga (WHCC) has documented the resolution of elements of noncompliance related to Recommendation 14 and demonstrated the implementation of processes and practices to sustain compliance with Standard IV.A.7 .

Indexed Evidence for Resolution of College Recommendation 14

Evidence Identifier	Evidence Description	Evidence Link
R14.1	Committee Communication and Effectiveness Survey	**R14.1**
R14.2	WHCC Governance Structure Approved 5.10.17	**R14.2**
R14.3	College Council Minutes 5.10.17 *Pg. 2*	**R14.3**
R14.4	West Hills College Coalinga Governance Manual *Pg. 16*	**R14.4**
R14.5	College Council Minutes 5.18.18 *Pg. 8*	**R14.5**
R14.6	WHCC Participatory Governance and Integrated Planning Manual 2014	**R14.6**
R14.7	College Council Minutes 9.22.17 *Pg. 3*	**R14.7**
R14.8	Governance Manual Sub-Committee Portal Page Screen Shot	**R14.8**
R14.9	Governance Manual Template	**R14.9**
R14.10	Email to Committee Chairs - WHCC Governance Committee Template	**R14.10**
R14.11	Email to Committee Chairs – Recommendations About Committee Template	**R14.11**
R14.12	WHCC Participatory Governance and Integrated Planning Manual 2018 Final *Pg.17-34*	**R14.12**
R14.13	College Council Minutes 8.10.18 *Pg. 6*	**R14.13**
R14.14	Recommendations to CC on Governance Manual	**R14.14**
R14.15	College Council Minutes 8.17.18 *Pg. 3*	**R14.15**

R14.16	Completer Survey 2018 Summary	**R14.16**
R14.17	WHCC ISS Survey Comparison July 2018	**R14.17**
R14.18	Institutional Effectiveness and Accreditation Committee Minutes 4.27.18 *Pg. 2-3*	**R14.18**
R14.19	BASE Committee - WHCC Annual Evaluation Survey 2017-18	**R14.19**
R14.20	IEAC WHCC Annual Evaluation Survey 2017-18	**R14.20**
R14.21	Institutional Effectiveness and Accreditation Committee Minutes 8.14.18 *Pg. 6*	**R14.21**
R14.22	IEAC Agenda Item 4.3 for Survey Evaluation 8.28.18	**R14.22**
R14.23	IEAC Annual Report Draft *Pg. 21*	**R14.23**
R14.24	DRAFT WHCC Integrated Planning Cycle 3.15.18	**R14.24**
R14.25	WHCC Participatory Governance and Integrated Planning Manual 2018 Final *Pg. 8-9*	**R14.25**
R14.26	College Council Minutes 8.10.18 *Pg. 6*	**R14.26**
R14.27	IEAC Annual Report Draft *Pg. 21*	**R14.27**
R14.28	WHCC Participatory Governance and Integrated Planning Manual 2018 Final *Pg. 8-9*	**R14.28**

DISTRICT RECOMMENDATION 2 (Compliance): In order to increase effectiveness, the team recommends that the Board establish a long-term plan for the systematic review and revision of all policies and establish a formal process for documenting the review of policies in which no revisions are made. (IV.C.7)

Narrative Analysis of Resolution of District Recommendation 2

West Hills College Coalinga (WHCC) and West Hills Community College District have responded to this recommendation; resolved elements of noncompliance; and now fully meets Standard IV.C.7.

The District has reviewed practices and processes related to the establishment of a long term plan for the systematic review and revision of all policies by the Board of Trustees and the establishment of a formal process for documenting the review of policies in which no revisions are made. As a result, WHCCD has completed the following action items to address and resolve the concerns noted in the recommendation:

- WHCCD has taken four major steps in order to address District Recommendation #2 on policy and procedure review:
    1) establishment of a dedicated committee for policy review,
    2) development of a six-year review cycle for all policies and procedures,
    3) publish future review dates for all policies and procedures, and
    4) revision of the district procedures to formalize the review cycle and to require that all policies reviewed on this cycle will be presented to the Board of Trustees.

- Beginning in fall 2017, the West Hills Community College District (WHCCD) Chancellor, Dr. Stuart Van Horn, established the Policy and Procedure Executive Review Team, a subcommittee of Chancellor's Executive Cabinet that would serve as the venue for initial review of all Board Policies and Administrative Procedures being developed or up for review. This has allowed for concentrated review of policies and procedures by the district's executive team. Between the subcommittee's first meeting in September 2017 and May 2018, the subcommittee initiated review of a combined total of 165 policies and procedures. **[R2.1, R2.2, R2.3, R2.4, R2.5, R2.6, R2.7]**

- Throughout fall 2017 and spring 2018, the WHCCD Chancellor's Office conducted a thorough review and analysis of the last date of review and approval of all Board Policies and Administrative Procedures. From this analysis, a six-year review schedule was developed, prioritizing policies and procedures that are: 1) required by law, and 2) related to accreditation standards. The analysis and six-year review schedule also include planning to address the district's numerous policies that are still on the older, three digit numbering systems. Through the review cycle that has been developed, these policies and procedures will be reviewed and will either be deleted or updated in content and

numbering to align with the Community College League model policy numbering adopted by the District. **[R2.8, R2.9]**

- At the same time, Board Policy (BP) 2410 and Administrative Procedure (AP) 2410 on "Policy and Administrative Procedure" was reviewed and revised, proceeding through the governance process beginning in early spring 2018, and approved at the April 24, 2018 Board of Trustees meeting. **[R2.10, R2.11, R2.12]** This revised administrative procedure formally established a six-year cycle for review of all Board Policies and Procedures.

West Hills College Coalinga (WHCC) and West Hills Community College District has responded to District Recommendation 2. The College and the District have presented evidence documenting the resolution of elements of noncompliance and now fully meets Standard IV.C.7.

Sustainability

The College and the District have reviewed and improved practices and processes related to this compliance recommendation. In order to sustain these efforts these efforts the College has developed, implemented, and institutionalized the following infrastructure, practices, and/or processes related to Standards IV.C.7:

- On the district website, each policy is now listed with the date of last review and the year in which it will next be reviewed. **[R2.13]**

- AP 2410 requires that the Board of Trustees be provided with an annual report on policies and procedures reviewed and progress in maintaining the prescribed six-year cycle.

- AP 2410 also includes provisions requiring all reviewed policies and procedures to be routed to the Board of Trustees for approval. This includes review of policies and procedures where no revisions are being proposed. These policies and procedures will proceed through the governance process as non-substantive reviews, and will then be presented to the Board of Trustee for review as information items. As with all policies, review and approval will be documented in the Board of Trustees meeting minutes, and the date of approval or review will be recorded on the policy and/or procedure when posted to the district website.

West Hills College Coalinga (WHCC) and West Hills Community College District (WHCCD) have documented the resolution of elements of noncompliance related to

District Recommendation 2 and demonstrated the implementation of processes and practices to sustain compliance with Standard IV.C.7.

Indexed Evidence for Resolution of District Recommendation 2

Evidence Identifier	Evidence Description	Evidence Link
R2.1	BP & AP Review Meeting 09.27.17	**R2.1**
R2.2	BP & AP Review Meeting 11.28.17	**R2.2**
R2.3	BP & AP Review Meeting 1.30.18	**R2.3**
R2.4	BP & AP Review Meeting 3.22.18	**R2.4**
R2.5	BP & AP Review Meeting 5.30.18	**R2.5**
R2.6	BP & AP Review Meeting 8.16.18	**R2.6**
R2.7	Executive Review Policy AP Review August 2018	**R2.7**
R2.8	Board Policy Web Page	**R2.8**
R2.9	AP Policy Review Schedule BPs and APs for 2018	**R2.9**
R2.10	Board of Trustees Meeting Minutes 4.24.18 *Pg. 3*	**R2.10**
R2.11	Board Policy 2410 Policy and Administrative Procedure	**R2.11**
R2.12	Administrative Procedures 2410 Policy and Administrative Procedure	**R2.12**
R2.13	Board Policy Web Page Screenshot	**R2.13**

Appendix A

Summary of Action Items Completed for Follow-Up Report	
Spring 2017	• IEAC review and discussion of ISS • College Council review and discussion of ISS • ISS published • ACCJC Annual Report submitted and published • SLO Assessment • Faculty Evaluation Tracking Database implemented • College Council review and revision of participatory governance structure • College Council Subcommittee to review and update Governance Manual • Evaluation of governance and decision making councils and committees
Summer 2017	• *Receipt of ACCJC action letter.* • *Finalize ACCJC response action plan* • *Draft template for Follow-Up Report*
Fall 2017	• Present ACC JC response action plan • IEAC Follow-Up Report timeline and process developed • Survey to assess faculty and staff engagement with college data and achievement standards • IEAC review and discussion of ISS • College Council review and discussion of ISS • Program Review templates and assessment data imports/displays revised • Program Review templates revised to include resource allocation tied to learning outcomes assessment • Resource allocation request forms and process linking assessment/outcomes developed and approved • Professional Development/Flex - writing and assessing quality learning outcomes and eLumen training • SLO Assessment • Centralized repository for syllabi established in portal • Faculty Evaluation Tracking Database reviewed and revised • HR pending and past due evaluation report and notifications • College Council reviewed and revised Decision making and Integrated Planning Cycle and processes for Governance Manual • Review of governance councils and committees along with findings from spring 2017 council and committee evaluations • Six-year schedule for Policy Review drafted • Began review/revision of policies and procedures for 2018 • *IEAC compliance recommendation response and action plan templates developed and distributed* • *Response leads assigned and progress monitored.*
Spring 2018	• IEAC review and discussion of ISS • College Council and college wide review and discussion of ISS • Assessment and revision of ISS • ISS Published • ACCJC Annual Report submitted and published • Resource Allocation Request Form utilized as part of 2018 budget process • Professional Development/Flex - writing and assessing quality learning outcomes and eLumen • eLumen Outcomes Assessment data and dashboard(s) • Program Review templates revised and eLumen SLO data import • College Council review, discussion, and approval institutional effectiveness metrics including SLO/PLO/ILO data • Syllabi/SLO validation • SLO/COR validation • Administrative Evaluation Tracking database implemented

Spring 2018 Cont.	• Staff Evaluation Tracking database implemented • HR pending and past due evaluation report and notifications • Subcommittee draft of Governance Manual reviewed by College Council • Evaluation of governance and decision making councils and committees • Resource Allocation Request forms utilized to prioritize allocations for 18/19 budget development • Policy Review schedule finalized • Continued review/revision of policies and procedures • *IEAC drafts of Follow-Up Report distributed college wide for review and comment* • *IEAC compliance recommendations responses and action plan templates completed* • *Drafts of Follow-Up Report submitted to ACCJC Liaison for review and comment* • *IEAC semi-final draft Follow-Up Report approved by College Council*
Summer 2018	• *Follow-Up Report finalized* • *Follow-Up Report evidence indexed* • *Semi-final draft Follow-Up Report submitted to ACCJC Liaison for final review and comment*
Fall 2018	• *Follow-Up Report finalized* • *Follow-Up Report evidence indexed* • *Semi-final draft Follow-Up Report submitted to ACCJC Liaison for final review and comment*

Appendix B
Indexed Evidence for Preparation of Follow-Up Report

Evidence Identifier	Evidence Description	Evidence Link
I.1	ACCJC Action Letter	I.1
I.2	WHC Coalinga Administrative History 2009-2017	I.2
I.3	Professional Development Day Agenda 08.10.17	I.3
I.4	President's Professional Development Day Presentation 8.10.17	I.4
I.5	Institutional Effectiveness and Accreditation Committee Minutes 9.13.17 *Pg.1-2*	I.5
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