EL CAMINO COLLEGE

Progress Report

Submitted by

El Camino College
16007 Crenshaw Boulevard
Torrance, California 90506

to

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

February 21, 2006

Table of Contents

STATEMENT OF REPORT PREPARATION

Progress Report
February 12, 2006

This Progress Report is written in response to the June 28, 2005 request from the Accrediting Commission for Community and Junior Colleges. The Progress Report is an update to the March 11, 2005 Focused Midterm Report submitted by El Camino College to the Commission. This Report responds to the Commission's request for the College to specify timelines and responsible individuals related to the four recommendations listed below:

1. *As cited in previous (1990, 1996) accreditation recommendations, the college must improve and implement effective program review processes. All segments of the college community need to collaborate to develop and implement a streamlined, meaningful, and timely program review process for Academic Affairs and Administrative Services and link the outcomes to planning and budget processes. (Standards 3A.4, 3B.3)*

2. *The team recommends that the college review and establish a consistently applied, thorough, objective, and accountable system of classified staff performance review, focused on individual growth and performance improvement (Standards 3.A.4, 3.B.3)*

3. *As cited in both the 1990 and 1996 accreditation recommendations, the budget development process needs to be structurally linked to the institutional planning and program review process. This linkage should include the Educational Master Plan, Facilities Master Plan, Technology Master Plan, staffing plan, and other institutional planning efforts. (Standards 9.A.1, 9.A.3)*

4. *The college's 1992 governance policy and current consultation procedures needs to be updated and clarified into one governance policy and procedure system in order to create an understandable and more effective governance system that clearly reflects the roles and responsibilities of all constituents. (Standard 10.B.8)*

The College has made significant progress addressing the four recommendations listed above as were described in the March 11, 2005 Focused Midterm Report. As background for the Commission, in spring 2005 the three vice president positions became vacant due to retirements. Two of the vice presidents, academic affairs and student and community advancement were hired as interims in July 2005. A permanent vice president of administrative services was hired to start on August 1, 2005. A permanent vice president of academic affairs was hired in December 2005 and the college is in the recruitment stage for a vice president of student services to start on July 1, 2006. Regardless of the changes in the composition of the Cabinet the College continued to address the Commission's recommendations and is making progress with the implementation. The Vice President of Academic Affairs used the same members of the Accreditation Task

1

Force to develop a response to the Commission's request for a progress report. In summer 2005, the President of the College assigned the Interim Vice President of Academic Affairs to become the Accreditation Liaison Officer with the responsibility to oversee this Progress Report.

Progress Report Task Force:

Dr. Francisco M. Arce, Vice President/Academic Affairs
Ms. Ruth Banda-Ralph, Faculty Co-Chair
Dr. Susan Dever, President, Academic Senate
Ms. Donna Manno, Representative, Administrative Services
Ms. Barbara Perez, Administrative Representative
Mr. Arvid Spor, Administrative Co-Chair

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Thomas M. Fallo
Superintendent/President

Response to Recommendation 1

> 1. *As cited in previous (1990, 1996) accreditation recommendations, the college must improve and implement effective program review processes. All segments of the college community need to collaborate to develop and implement a streamlined, meaningful, and timely program review process for Academic Affairs and Administrative Services and link the outcomes to planning and budget processes. (Standards 3A.4, 3B.3)*

Description of Progress Made Toward Recommendation 1

The College has met the requirement of Recommendation 1 and continues to move forward in an affirmative manner.

Academic Affairs

Under the direction of the Vice President of Academic Affairs the Dean of Natural Sciences is primarily responsible for overseeing the implementation of the program review in Academic Affairs. She meets regularly with the Vice President of Academic Affairs and the President of the Academic Senate to discuss issues related to implementation. The Dean is in the process of preparing a packet of information for each program review to assist the chairs in their work. At the orientation meeting this spring for the 2006 program reviews, each team will be provided key data to assist them in the analysis of their programs.

Currently 24 programs are in varying stages of their program review. The programs include Administration of Justice, Air Conditioning and Refrigeration, Anthropology, Architecture, Astronomy, Construction Technology, Dance, Engineering Mathematics, ESL, Reading, Film/Video, History, Law/Legal Assistant, Machine Tool Technology, Music, Nursing, Philosophy, Physics, Photography, Radiological Technology, Real Estate, Respiratory Care, Sociology, and Speech. Ten programs will be ready for the final stage of the process in April 2006. At that time, a committee comprised of representatives of the Academic Senate and Academic Affairs selected by the Vice President of Academic Affairs and the President of the Academic Senate, will meet with the program review chairs to review their documents and grant full or conditional approval of the programs. A second round of reviews will occur in September 2006 for the remainder of the programs (attachment 1.1).

The following grid delineates the process for the next round of reviews beginning fall 2006:

Action Item	Timeframe	Originator
Notify Deans and Institutional Research which programs will be starting program review in the fall.	January 2006	VP Academic Affairs, Dean of Natural Sciences
Identify program review chairs	February Flex Meeting	Deans
Provide basic program data.	April	Office of Institutional Research
Hold orientation/training session with team chairs	April/May	Dean of Natural Sciences
Program review surveys conducted	Sept/Oct	Chairs & Institutional Research
First drafts due to Division Office for dissemination to faculty	December	Deans & Chairs
Reports due to Academic Affairs Office	March 2007	Deans & Chairs
Program Review Acceptance	April	VP-Academic Affairs, President of Academic Senate
Dissemination of completed reports	May/June	VP-Academic Affairs

Student and Community Advancement:

Under the direction of the Vice President of Student and Community Advancement (SCA), the Dean of Enrollment Services is responsible for monitoring the program review process for all programs in Student and Community Advancement. The goal is for approximately 40 percent of SCA programs to complete the process by the end of spring 2006 with an additional 50 percent completed by spring 2007, and the remaining 10 percent by spring 2008 (attachment 1.2).

During September 2005, managers and staff from eleven departments in SCA, Admissions, Evaluations, Records, Registration, Veteran's Affairs, International Student Program, First Year Experience, Assessment and Testing, Outreach and School Relations, Student Development, and Financial Aid received detailed instructions on how to effectively write a meaningful program review. Managers and staff were further instructed to submit the first group of completed program reviews to the Vice President of Student and Community Advancement by the end of the spring 2006 for review and comment.

Administrative Services:

Under the direction of the Vice President of Administrative Services, the administrative services area is in the process of conducting the first series of program reviews (attachment 1.3). Administrative Services program reviews are organized into a three-year cycle starting in 2005-2006 and will be completed by Spring 2008.

Summary

As the program reviews are completed in each of the respective vice president's areas, the vice president in collaboration with their councils will prioritize the recommendations generated by each department program review. The prioritized recommendations will be presented to the President's Cabinet for review and recommendation for funding. The newly prioritized recommendations will be presented to the Planning and Budgeting Committee for review and recommendation to the President. This review will occur during the planning cycle of the current budgeting process to identify programs and services that will receive new or increased funding in the following academic year.

Response to Recommendation 2

2. *The team recommends that the college review and establish a consistently applied, thorough, objective, and accountable system of classified staff performance review, focused on individual growth and performance improvement (Standards 3.A.4, 3.B.3)*

Description of Progress Made Toward Recommendation 2

In 2005 the College completed Recommendation 2 and instituted a three-pronged approach for managers and supervisors to address the issues of consistency, performance improvement, and timeliness of classified evaluations. The three approaches used include a classified employee personnel grid, performance evaluation workshops, and the implementation of a classified employee performance evaluation procedure.

The evaluation grid was issued by the Human Resources Department to the College's three vice presidents and then disseminated to managers and supervisors in January 2005. The grids list departments or divisions within a vice president's area and show classified employee names, titles, original hire date, job status date, and last evaluation date. The grids are designed to highlight employee evaluations that had lapsed beyond the annual time frame thus prompting managers to catch up with delinquent classified staff evaluations and to construct a reminder system to avoid falling behind with annual evaluations. The majority of the College's managers and supervisors became engaged in the process and completed their staff evaluations however a sufficient amount of time has not passed since this effort began to know if managers will be persistent in their ongoing efforts to provide timely evaluations.

Two workshops were provided during the past year to address the team's recommendation of thoroughness, consistency, objectivity, accountability, growth, and performance improvement. In April a mandatory workshop was sponsored by the Human Resources Department. Another workshop occurred in November and was optional with training provided by the legal firm of Liebert, Cassidy, and Whitmore. Improvements in the quality and caliber of the evaluations will need to be assessed by Human Resources personnel to determine if additional workshops are needed.

The third approach led by the Human Resources Department will alert managers and supervisors of classified personnel evaluations that must occur within 30-days of the notice, reminders will be sent at two weeks before the due date and a day after the due date. Copies of the reminder will also be sent to the manager's vice president at the two week mark.   A list of overdue performance evaluations will be given to the Superintendent/President and the three vice presidents every month.

Response to Recommendation 3

3. *As cited in both the 1990 and 1996 accreditation recommendations, the budget development process needs to be structurally linked to the institutional planning and program review process. This linkage should include the Educational Master Plan, Facilities Master Plan, Technology Master Plan, staffing plan, and other institutional planning efforts. (Standards 9.A.1, 9.A.3)*

Description of Progress Made Toward Recommendation 3

The College has met the requirements of Recommendation 3. Currently the College is in the second year of the three-year planning and budgeting process that began in the summer of 2004. The principle responsible parties of the planning and budgeting process are the College President, the three Vice Presidents and the Planning and Budget Committee (PBC).   The planning and budgeting process has progressed through this academic year. As the budget is prepared for the third year of the cycle, it was decided that the focus of planning would be enrollment management with an emphasis on two program areas: student recruitment and student retention.

Recently, the three vice presidents requested from all unit managers a prioritized list of recommendations from the College's planning software that focused on student recruitment and retention. The PBC in March will also begin to review the status of action items generated in the 2004 Comprehensive Master Plan and the 2002 Accreditation Self-Study. Action items requiring development will be discussed and considered by the PBC for funding endorsement with the President's Cabinet making the final decision on funding.   These prioritized recommendations will be reviewed and grouped into categories of recruitment and retention with a focus on plans that involve funding. Recommendations requiring funding will be brought to the PBC for advice and recommendation and then proceed to Cabinet. Program review has been identified as being a part of the process, and the first round of program reviews will begin to be considered by the PBC in spring 2006.

Based on prioritized recommendations from the various plans, the College allocated $1,949,687 in funding to departments throughout the campus in the first year of the three-year planning cycle. In the second year, the president's Cabinet funded $2,581,436 of planning requests. In both years there was consultation with the following entities: Academic Senate, Planning and Budgeting Committee, and College Council.

The PBC serves as the steering committee for campus wide planning and budgeting. The PBC assures that planning and budgeting are interlinked and that the process is driven by institutional priorities set forth in the Educational Master Plan and other plans adopted by the College. The PBC makes recommendations to the Superintendent/President on all planning and budgeting issues and reports all committee activities to the campus community.

Response to Recommendation 4

4. The College's 1992 governance policy and current consultation procedures needs to be updated and clarified into one governance policy and procedure system in order to create an understandable and more effective governance system that clearly reflects the roles and responsibilities of all constituents. (Standard 10.B.8)

Description of Progress Made Toward Recommendation 4

The College has met the requirements of Recommendation 4. In June 2002 the El Camino College Board of Trustees approved the updated Board Policy (B.P.) 2510 and the corresponding Administrative Procedure (A.P.) 2510. Both the policy and procedure have been circulated through each collegial consultation committee on campus and placed on the College's website for ease of accessibility by all employees. The updated policy clarifies the District's decision-making process for the Academic Senate, staff, and students. The updated procedure spells out the role and functions of the District's College Council (a campus-wide collegial consultation committee), membership and process of College Council, other collegial consultation groups, and committee appointments.

To validate the effectiveness of the BP 2510, the College Council chaired by the President/Superintendent and made up of constituent representatives conducted a self evaluation in fall 2005. Generally, the self evaluation is positive and during discussions in College Council it was agreed that it is effective in its role. The College Council meets every week and includes a representative from the three unions, faculty senate, associated students and members of the President's Cabinet. Agenda items are generated by Council members. The Council also reviews the Board of Trustees Agenda and advises the President on a variety of matters covered in the Agenda.

Under the direction of the President/Superintendent the College Council will continue to conduct a self evaluation of its effectiveness on an annual cycle to ensure confidence in the college governance policy and procedure system. Recommendations for change or revision will be discussed in College Council and Council representatives are expected to report back to their respective constituents. Consultation with constituents will be filtered back to the College Council for discussion and action.

ACADEMIC AFFAIRS PROGRAM REVIEW STATUS
October 2005

Program Review Status	Previous Self Study	2nd Round	1st Draft	Final Review
Paralegal Studies*	92/93, 00/01	2001	Done	
Speech Communication	92/93, 00/01	2001	Done	
Dance	93/94	2003	Done	Apr 06
English as a Second Language	92/93	2003	Done	Apr 06
Architecture		2004	IP	Apr 06
Astronomy	92/93	2004	Done	Apr 06
History/Ethnic Studies	92/93	2004	IP	Apr 06
Machine Tool Technology		2004	IP	Sep 06
Nursing*	94/95	2004	Done	
Philosophy		2004	IP	Apr 06
Physics	93/94	2004	IP	Apr 06
Real Estate	93/94	2004	IP	Apr 06
Administration of Justice	93	2005	IP	Sep 06
Air Conditioning and Refrigeration	94/95	2005	IP	Sep 06
Anthropology	97/98	2005	IP	Sep 06
Construction Technology	93/94	2005	IP	Sep 06
English - Reading	93/94	2005	IP	Sep 06
Film/Video		2005	IP	Sep 06
Mathematics - Engineering	94/95	2005	IP	Apr 06
Music		2005	IP	Apr 06
Photography		2005	IP	Sep 06
Radiological Technology*	92/93	2005	IP	
Sociology	98/99	2005	IP	Sep 06
Art	93/94	2006	Dec 06	Apr 07
Automotive Technology		2006	Dec 06	Apr 07
CADD	96/97	2006	Dec 06	Apr 07
Childhood Education	93/94	2006	Dec 06	Apr 07
Computer Information Systems		2006	Dec 06	Apr 07
Computer Science		2006	Dec 06	Apr 07
Fire and Emergency Technology	93/94	2006	Dec 06	Apr 07
Life Sciences	92/93	2006	Dec 06	Apr 07
Quality Assurance		2006	Dec 06	Apr 07
Recreation/PE Major		2006	Dec 06	Apr 07
Respiratory Care*	96/97,00/01, 03	2006	Dec 06	Apr 07
Teacher Education Program		2006	Dec 06	Apr 07

Program Review Status	Previous Self Study	2nd Round	1st Draft	Final Review
Welding		2006	Dec 06	Apr 07
Academic Strategies	93/94	2007	Dec 07	Apr 08
Auto Collision Repair/Painting	92/93	2007	Dec 07	Apr 08
Business		2007	Dec 07	Apr 08
Cosmetology	96/97	2007	Dec 07	Apr 08
Electronics & Computer Hardware Technology	93/94	2007	Dec 07	Apr 08
English	93/94	2007	Dec 07	Apr 08
Environmental Horticulture		2007	Dec 07	Apr 08
Fashion	93/94	2007	Dec 07	Apr 08
Honors Transfer Program	97/98,98/99	2007	Dec 07	Apr 08
Learning Resources Unit		2007	Dec 07	Apr 08
Mathematics - Developmental	93/94	2007	Dec 07	Apr 08
MESA		2007	Dec 07	Apr 08
Physical Education – Athletics Program	94/95	2007	Dec 07	Apr 08
Political Science	93/94	2007	Dec 07	Apr 08
Pre-Engineering		2007	Dec 07	Apr 08
Sign Language/Interpreter Training	94/95	2007	Dec 07	Apr 08
Theatre	93/94	2007	Dec 07	Apr 08
Chemistry	97/98	2008	Dec 08	Apr 09
Earth Sciences	98/99	2008	Dec 08	Apr 09
Economics	98/99	2008	Dec 08	Apr 09
Family & Consumer Studies	96/97	2008	Dec 08	Apr 09
Foreign Language	97/98,98/99	2008	Dec 08	Apr 09
General Studies	97/98	2008	Dec 08	Apr 09
Health Center	96/97	2008	Dec 08	Apr 09
Journalism	97/98	2008	Dec 08	Apr 09
Psychology	97/98	2008	Dec 08	Apr 09
School Health Clerk		2008	Dec 08	Apr 09
Science Career Prep Programs		2008	Dec 08	Apr 09
Special Resource Center	94/95	2008	Dec 08	Apr 09
Study Abroad Program		2008	Dec 08	Apr 09

*Accredited by outside agencies. Their accreditation reports serve as their program review.

Revised 1/2/06

SCA PROGRAM REVIEW TIMELINE

Year – 1 (2005/06)
- Admissions
- Evaluations
- Records
- Registration
- Veteran's Affairs
- International Student Program – ISP
- Outreach & School Relations
- Financial Aid
- Assessment & Testing
- Student Development
- Matriculation - Orientation
- First Year Experience / Supplemental Instruction

Year – 2 (2006/07)
- Center for Applied Competitive Technology – CACT
- Center for International Trade Development – CITD
- Inglewood Center/One-Stop
- Small Business Development Center – SBDC
- Workforce and Community Education
- El Camino Language Academy – ECLA
- Workplace Learning Resource Center – WpLRC
- Counseling
- EOP&S/CARE/CalWORKs
- Career Center
- Transfer Center
- Project Success
- Puente Program
- Matriculation - Student Enhancement Program

Year – 3 (2007/08)
- Institutional Research and Planning
- Resource Development - Foundation
- Resource Development - Grants Development and Management

2/14/06

Year – 1
- Human Resources
- Staff Development
- Safety and Risk Management
- Fiscal Services
- Purchasing
- Accounts Payable
- Cash Management
- Payroll
- Accounting
- Financial Aid Disbursement

Year – 2
- Facilities and Planning Services
- Construction
- Maintenance
- Grounds
- Operations

Year - 3
- Police Department
- Parking Office
- Live Scan (Fingerprinting)
- Information Technology Services Office
- Application Development
- Net Work Services
- Technical Services
- User Support
- Bookstore