

MAJOR RECOMMENDATIONS OF THE VISITING TEAM

1. Governance and Administration

The district and its colleges should immediately and persistently take steps to insure the board limits itself to appropriate policy-setting roles as defined by the commission and by trustee associations (ACCT, CCCT), should assess the leadership issues at Irvine Valley College and take appropriate measures, and should foster a constructive, professional, ethical dialogue among faculty groups to clarify roles and responsibilities. (Standard 10)

2. Financial Resources and Allocations

The district should adopt the October 19, 1998, Budget Development Guidelines, should implement the principles set forth in the document over a significant period of time, and through the colleges should take strong measures to generate apportionment through FTES growth and enrollment management. (Standard 9)

3. Planning and Program Review

The college should re-energize its planning processes, implement meaningful program review processes in both instruction and student support services, increase its institutional research capability to provide meaningful data for informing the planning process, and tie budgeting, resource allocations, and future staffing priorities to these planning processes. (Standards 3, 4, 5, 6, 8, 9)

RECOMMENDATIONS OF THE VISITING TEAM BY STANDARD

STANDARD ONE: Governance and Administration

None.

STANDARD TWO: Institutional Integrity

1. It is recommended that the college and district reaffirm their commitment to diversity and non-discrimination. (Standard 2.6)

STANDARD THREE: Institutional Effectiveness

1. The college should re-energize its planning processes, implement meaningful program review processes in both instruction and student support services, increase its institutional research capability to provide meaningful data for informing the planning process, and tie budgeting, resource allocations, and future staffing priorities to these planning processes. (Standards 3, 4, 5, 6, 8, 9)

STANDARD FOUR: Educational Programs

1. The 1998 accreditation team joins the 1992 team to recommend that the college develop and implement a comprehensive program review policy. (A.1, A.3, D.1)
2. The team recommends that the administration in partnership with the Academic Senate resolve the issues of timeliness and levels of involvement related to curriculum development and review processes. (D.1-8) (See also Standard 10)

STANDARD FIVE: Student Support and Development

1. The college should immediately move forward with the implementation of program review of all student services, actively involving students in the process. (Standard 5.10)

STANDARD SIX: Information and Learning Resources

None.

STANDARD SEVEN: Faculty and Staff

None.

STANDARD EIGHT: Physical Resources

1. The college should implement the action plan found in its 1996-2001 strategic plan to develop predictable funding to support, maintain, and systematically replace technology and other instructional equipment. (Standard 8.4)

STANDARD NINE: Financial Resources

1. The district should adopt the October 19, 1998, Budget Development Guidelines, should implement the principles set forth in the document over a significant period of time, and through the colleges should take strong measures to generate apportionment through FTES growth and enrollment management. (Standard 9)

STANDARD TEN: Governance and Administration

1. The board should review and reevaluate board policies and processes for assessing board performance, including but not limited to the inappropriate senior executive hiring policy and the board's ethics policy, should delegate all non-policy issues to the chief executive officer, his team, and the established governance decision-making processes, and should cease involvement in the direct management of the colleges and district. (Standards 10.A.3, 10.A.4, 10.A.5, and 10.A.7)
2. District leadership should assess the issues of leadership and of the relationship between faculty and staff with the administration at Irvine Valley College and should then develop appropriate steps to address these issues. (10.B.3 & 10.B.5)
3. Representatives of all the formally recognized constituent groups (trustees, chief executive officer, administrators, faculty senates and union, classified senates and union, and student government) must come together soon. Their task should be to determine how they will reduce the hostility, mistrust, cynicism and despair that plague the institution currently. The team feels strongly that all players need to cease their negativism and focus on constructive steps toward building a new future. (Standards 10.A.3, 10.A.5, 10.B.1, 10.B.6, 10.B.7, 10.B.8, 10.B.9, 10.B.10, 10.C.1)

SELF-IDENTIFIED ISSUES (PLANNING AGENDA ITEMS FROM THE 1998 SELF STUDY REPORT)

STANDARD ONE: Institutional Mission

1. The college will develop measurable ways to determine if the Strategic Plan is consistent with the mission statement.

STANDARD TWO: Institutional Integrity

No changes are recommended at this time.

STANDARD THREE: Institutional Effectiveness

1. The college will review its strategic plan to include a research component and a research agenda to assist in the evaluation of the plan's initiatives.
2. The college will employ a dean of research, planning and resource development in an effort to provide stronger support in these areas.
3. The college will continue to implement and revise its program review process and establish outcome measures.
4. The college will publish and disseminate outcomes of its planning and evaluation efforts through appropriate means including the college's web page.
5. The college will continue to implement its program review process and monitor resulting action plans in order to assure improvements.
6. The college will continue to involve all of its constituencies in defining and conducting the planning process while broadly disseminating both the process and its results through the shared governance mechanisms.
7. The college will continue to evaluate its Strategic Plan for possible modification, as needed, and determine whether it should focus on a more limited number of priorities.
8. The college will continue to clearly document achievements by disseminating status reports of the annual review of the Strategic Plan to ensure that faculty, staff and administrators are aware of current institutional goals.
9. The college will develop a plan for wide dissemination of its accomplishments in all areas of its operation.
10. The college will conduct a comprehensive community needs assessment to determine the public's perception of the institution and educational needs of the community at large.
11. Through the shared governance mechanism, the will continue to review its institutional research efforts, evaluation processes, institutional plans, and planning processes, making changes where necessary.

STANDARD FOUR: Educational Programs

1. The college will continue to take the necessary steps to ensure the continuation of partnerships to meet the needs of the business community.
2. The college will seek funding and an institutional priority to hire more classified staff to support the existing programs.
3. The college will explore and expand the use of non-traditionally delivered instructional methods such as technology and media-driven course offerings in order to offer courses and programs to more students with fewer facilities.
4. The college will continue to monitor and implement new strategies to strengthen the transfer rate on an ongoing basis.
5. The college will document the computer literacy of the IVC student population and move forward with implementing computer literacy as a graduation requirement based on the study performed.
6. The college will continue to implement the program review process in the 1998-99 academic year.
7. The college will move forward with its efforts to offer television courses on Channel 33 and hybrid and online courses via the Internet.

STANDARD FIVE: Student Support and Development

1. The college will, through the shared governance policy, research the implementation of a policy of uniform operating hours for all student services
2. The college will consider an International Student Advisory Committee to develop a comprehensive program of services commensurate with the needs of this population.
3. The college will research strategies for the secure handling of student transcripts from other colleges.

4. The college will develop and implement procedures to ensure confidentiality and safety of student files.

STANDARD SIX: Information and Learning Resources

1. The library collection will increase by 28% per year over the next three years.
2. The college will continue to emphasize the selection of materials, which are required for library assignments, and materials that have a history of consistent circulation.
3. The college will strive to finalize district financial support for the development and acquisition of a common set of database reference tools.
4. The college will develop a Library and Information Technology Services Handbook, posted on the IVC Web site, to provide a single source of information about all Information Services provided to the students, faculty and staff.
5. The college will attempt to bring the library staffing to national standard levels and add appropriate clerical and technical staffing to the learning centers.
6. The college will develop a plan to hire a library director consistent with institutional hiring mechanisms and budgetary constraints.
7. The college will strive to increase the library budget to meet the growing needs for acquisition, access and maintenance of traditional and non-traditional resources, including audiovisual materials.
8. The college will continue efforts to increase the access to information services provided by the library from other institutions, including U.C. Irvine.

STANDARD SEVEN: Faculty and Staff

1. The college will strive to involve all segments of the staff in the ongoing review of all personnel policies and procedures.

STANDARD EIGHT: Physical Resources

1. The college will develop a contingency plan for rental of temporary buildings or commercial space in the likely event that the state approval of future construction lags while student enrollment increases.
2. The college will renew its commitment to provide the best instructional equipment that limited funds will allow.
3. The college will consider and evaluate suggestions that priority instructional equipment purchase requests be evaluated and funded before any general allocation of State Block Grant Funds are made.
4. The college will make faculty more aware of the existence of a college equipment maintenance fund and the process for requesting funding for instructional equipment replacement.
5. The college will give priority to increasing technical support staff assigned to instructional laboratories as funds become available.

STANDARD NINE: Financial Resources

1. The college's Committee on Budget and Operations will continue to carefully monitor the state of the college's general operating funds.
2. The college will retain the Master Plan architect who assisted with the development of the 1996 Educational and Facilities Master Plan to assist with a formal update of the plans on a five year cycle. This update should be scheduled for 2001.
3. IVC will continue to maintain its part of the district Five-Year Construction Plan in a manner that reflects the facility construction priorities set forth in the college's Educational and Facilities Master Plan.
4. The college will clearly communicate the budget development process to the college community so that there is increased awareness of the manner in which the college is budgeted and managed.

5. The college will continue to annually develop its operating budgets with the full participation of administrators, classified managers, faculty and staff.
6. The college will continue to work towards a goal of no audit exceptions, and will improve its response time to correct any audit exceptions identified.
7. The college will continue to develop and strengthen the Bursars Office ability to provide required support to college departments and programs.
8. The college will strive to establish the recommended classified management position in the Bursar's Office.
9. IVC is not directly involved in the district's financial planning for major emergencies or unforeseen circumstances, and will continue to rely on the district for financial support in these instances.

STANDARD TEN: Governance and Administration

1. No changes are recommended at this time since the elected board's actual performance is the responsibility of the voters of the district, not of the institution.
2. The college will monitor the current administrative organization and, as needed, consider adjustments.
3. The college will develop methods to ensure the size and composition of the administrative staff, including classified leadership, is adequate to support the growth of the college.
4. The college will work with the district to review and refine Board Policy 2100.1, consistent with state law and the advice of the state chancellor of community colleges and the state Academic Senate, in order to clarify the roles and responsibilities of the Academic Senate in institutional self-governance.
5. The college will explore methods for facilitating faculty participation in governance consistent with the Academic Employee Master Agreement.
6. The chancellor will take steps to insure that all faculty and staff are informed about and support the goals, plans, and priorities established for the college.
7. The district will develop new job descriptions as needed to delineate how the two reassigned dean positions will serve the district and colleges, and how the emeritus program will be administered at the district and college levels.
8. The chancellor will monitor the effectiveness of communications between the district and college and take corrective actions as necessary to improve the perceptions reflected in the survey.
9. The district will develop a process to facilitate change in a more expedient manner, without sacrificing thorough and inclusive review.