

2018 FOLLOW-UP REPORT



Irvine Valley College

2018 Follow-Up Report



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Submitted by

Irvine Valley College
5500 Irvine Center Drive
Irvine, California 92618
South Orange County Community College District

Submitted to

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

Certification of 2018 Follow-Up Report

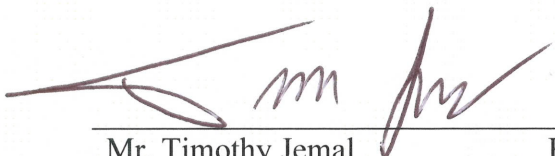
To: Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

From: Dr. Glenn Roquemore
Irvine Valley College
5500 Irvine Center Drive
Irvine, CA 92618

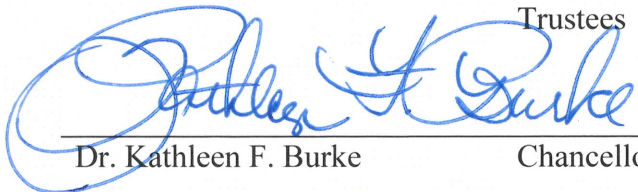
This Accreditation Follow-Up Report is submitted in response to recommendations cited in the Commission's action letter of June 23, 2017.

I certify there was effective participation by the campus community, and I believe the Follow-Up Report accurately reflects the nature and substance of this institution.

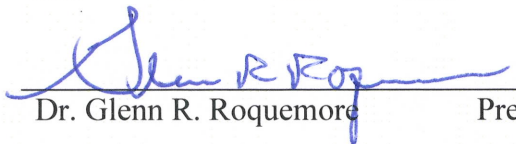
Signatures:

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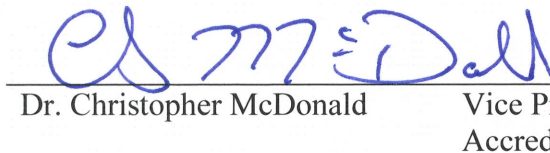
Mr. Timothy Jemal President, SOCCCD Board of Trustees Date

 9/24/2018

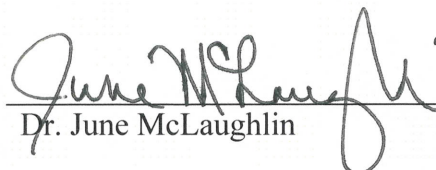
Dr. Kathleen F. Burke Chancellor, SOCCCD Date

 9/24/2018

Dr. Glenn R. Roquemore President, Irvine Valley College Date

 9/24/2018

Dr. Christopher McDonald Vice President for Instruction
Accreditation Liaison Officer Date

 9/24/2018

Dr. June McLaughlin President, IVC Academic Senate Date

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Report Preparation

In spring 2017, Irvine Valley College (IVC) received a team visit following the submission of its 2016 Institutional Self Evaluation Report (ISER) in support of reaffirmation of accreditation to the Accrediting Commission for Community and Junior Colleges (ACCJC).

In June 2017, IVC received the Commission's Revision to the Comprehensive Evaluation Team's Report along with the Commission's Action Letter. The Commission acted to reaffirm accreditation for seven years and required the College to submit a Follow-Up Report by October 1, 2018. The report and action letter are [available](#) on the College's accreditation information web page.

Immediately after receiving the team report and action letter, IVC leadership met to develop a plan to address the recommendations for compliance by engaging the College community through the existing governance structure, which includes the Accreditation Oversight Workgroup (AOWG) and the Strategic Planning and Accreditation Council (SPAC). Updates on progress related to the recommendation and the steps taken toward addressing the recommendation were regularly shared at all strategic committees with standing agenda items in SPAC, the Budget Development and Resource Planning Committee (BDRPC), the Institutional Effectiveness Committee (IEC), the Student Success, Access, Matriculation, Marketing and Outreach Committee (SSAMMO), the Instructional Council, and the Student Services Managers' Meetings.

AOWG prepared the current Follow-Up Report in collaboration with District Services and Saddleback College, since the recommendation was shared among the three entities. AOWG had representation from the Academic Senate, Classified Senate, vice president for instruction (ALO), vice president for student services, and the director of research, planning and accreditation.

The College discussed the report at the May and August SPAC meetings (May 9, 2018, May 23, 2018, and August 22, 2018), and submitted the report to the Board of Trustees for review and study on August 27, 2018, and for approval on September 24, 2018. Irvine Valley College will submit the final report to ACCJC on October 1, 2018.



Response to the Commission Action Letter

On June 23, 2017, Irvine Valley College received notification that the Accrediting Commission for Community and Junior Colleges (ACCJC) reaffirmed the College's accreditation for seven years and required a Follow-Up Report by October 1, 2018, on the issues identified in the team's findings of noncompliance.

The ACCJC found IVC was out of compliance with Standards III.A.5 and IV.D.2 (Recommendation 1). This recommendation was shared with District Services and Saddleback College. The recommendation specifically states:

"In order to meet the Standard, the South Orange County Community College District must implement a system that ensures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals."

The evidence and analysis that follow demonstrate that the College fully meets the Standards.

Recommendation 1

Table 1 presents evidence for concrete steps that Irvine Valley College took to address the Standards since receiving notification of the recommendation. Specifically, IVC increased its efforts to complete outstanding performance evaluations by adding a new performance evaluation goal and an evaluation competency to each manager's annual evaluation to maintain compliance with their teams' performance evaluation timelines. Vice presidents also regularly review reports and discuss outstanding evaluations with administrators and managers in team and one-on-one meetings.

In collaboration with District Services and Saddleback College, IVC developed a timeline for a sustainable and effective new system of monitoring and evaluating College personnel systematically and at stated intervals. Following the table, a written account is presented that explains the District wide process of performance reviews in more detail.



Table 1 – Evidence of Meeting the Standards at IVC

Time	Description	Evidence/Additional Information
4/7/2017	District Wide Planning Council (DWPC) retreat update on Accreditation steps for each College	
Spring 2017	Administrator and manager performance reviews available in Workday	
Spring 2017	VPs sent out reminders to managers to complete performance reviews	
Fall 2017	Convening of monthly Accreditation Oversight Workgroup (AOWG) to review progress and work on Follow-Up Report	
Fall 2017	VPs added standing agenda items to <ul style="list-style-type: none"> • Instructional Council • Student Services Managers' Meetings 	e.g. Minutes 10-2-17 (Instructional Council) e.g. Agenda 2-13-18 (Student Services Managers' Meeting)
12/1/2017	Accreditation Coordination Meeting between Saddleback, IVC, and District Services Attendees: VPIs, ALOs, District HR	Notes
1/29/2018	Plans for new human resources director of recruitment and employment services. Tasked with keeping track of evaluation process.	Job posting
2/2/2018	DWPC update on Accreditation steps for each College	Minutes
3/1/2018	HR manager's guide to completing performance evaluations added to Workday	Document
3/2/2018	Sent HR email with required Workday training video for managers on how to complete classified performance reviews	Email
5/9/2018	SPAC review draft of Follow-Up Report	Minutes
5/23/2018	SPAC review draft of Follow-Up Report	Minutes
8/13/2018	Instructional Council review draft of Follow-Up Report	Minutes
8/22/2018	SPAC review draft of Follow-Up Report	Minutes
8/27/2018	BOT 1 st meeting for review and study of the Follow-Up Report	Minutes
9/12/2018	SPAC review final draft of Follow-Up Report	Agenda
9/24/2018	BOT 2 nd meeting for action on the Follow-Up Report	Agenda

Note: Please consult the [Glossary](#) for any acronyms used in this table.

District Wide Process of Employee Performance Reviews

The South Orange Community College District (SOCCCD) is committed to providing District wide high quality, effective, and efficient services. SOCCCD understands that establishing a system that will ensure systematic and regular evaluation of all personnel is an important component of District wide institutional effectiveness.

It was noted in the External Evaluation Team Report that “while evaluation processes are well documented, statements and evidence reviewed by the team show that evaluations are not tracked and monitored systematically (Standard III.A.5).”

Since receiving the recommendation to improve our current evaluation system, the District has hired a new vice chancellor of human resources, Cindy Vyskocil, who started her position in November 2017. On [December 1, 2017](#), Vice Chancellor Vyskocil met with both Colleges’ ALOs, Chris McDonald (Irvine Valley College) and Karima Feldhus (Saddleback College); Denice Inciong, district director of research and planning; and Jenny Langrell, faculty from Saddleback College. She discussed her understanding of the accreditation recommendation, and her initial plans to address current issues and improve the District’s evaluation process. This will be accomplished through a human resources reorganization and by using the Workday Human Capital Management (HCM) system to automatically initiate, prompt, track, and store performance evaluations.

Updates about the use of the Workday (HCM) system for performance evaluations were provided at the District wide Workday Steering Committee Meetings on [December 13, 2017](#) and [February 14, 2018](#).

At the District Wide Planning Council (DWPC) meeting on [February 2, 2018](#), Vice Chancellor Vyskocil provided an update on HR’s work pertaining to the accreditation recommendation. During the meeting, she shared with the Council the plans to reorganize the human resources department and use Workday as the primary repository for all employee evaluations.

SOCCCD initiated the recruitment process for a director of recruitment and employee services and the [position](#) was filled on June 1, 2018. This new director is responsible for overseeing and tracking performance evaluation compliance District wide. Managers who fail to conduct timely evaluations will be subject to progressive discipline. In addition, there is a human resources specialist who reviews reports and flags overdue evaluations. The director of recruitment and employment services is also responsible for evaluating the quality of the evaluation processes, and ensuring that training is provided on how to conduct effective evaluations.

District Human Resources determined three operational areas of emphasis and associated action steps to meet the Standards:

- 1) Conduct an audit of personnel files and update discrepancies between personnel files and Workday information
- 2) Implement a performance evaluation management system within Workday for each employee group
- 3) Create a series of reports to facilitate monitoring and tracking of evaluations

Audit of Personnel Files

In spring 2018, HR specialists completed a 100-percent performance evaluation audit for all part-time faculty. This group was chosen as it is the largest employee group with the most volatility and difficulty in maintaining up-to-date information in a paper process. HR specialists reviewed every personnel file and updated any discrepancy in Workday, compared to the faculty's official personnel file. Specifically, employment status and latest completed performance evaluation were updated and checked with information available in Workday. This audit was completed by the end of spring 2018, with all part-time faculty having up-to-date information in Workday.

For all other employee groups, administrators and managers were provided with Workday reports (see below for more information). Discrepancies between the reports and employee files (e.g. completed evaluations not visible in Workday, or the fact the employee was no longer employed in the District) were handled on an ad-hoc basis between administrators and managers and District Services.

The audit was an important first step to ensure that the evaluation management system can be implemented accurately, and that reports provided to managers and human resources reflect accurate numbers of current employees and the correct status of their performance evaluations.

Implementation of Evaluation Management System in Workday

The first employee group to have an automated process implemented in Workday was administrators and managers. Prior to Workday implementation, the existing paper process was difficult to monitor and track. The new system was launched in 2015, refined in 2017, and served as the model for creating a similar process for the other employee groups.

More specifically, the automated process for administrators and managers was implemented as follows: For probationary reviews, the process is launched on the first business day one month prior to the due date. For annual reviews, evaluations are launched in May each year and are due on August 31. Two weeks prior to the due date, the president's office and the office of the vice chancellor for human resources run reports to review the status of completions. If there are any outstanding evaluations, the president or chancellor will notify the appropriate vice president or vice chancellor to follow up and ensure completion within two weeks. If evaluations are not completed by the due date, a notation will be inserted in the

vice president's or vice chancellor's evaluation and/or manager's evaluation under the "Managing Performance Evaluation" competency.

In spring 2018, an automated Workday process was created for Classified School Employee Association (CSEA) and Police Officers Association (POA) staff. The review types included two probationary, two promotional, and the biennial review. Reviews are now triggered at the beginning of the month in which they are due. This generates a Workday task in the inbox for the employee's manager, instructing them to complete the evaluation. At the end of each month, vice presidents and vice chancellors are able to run a report for all their areas to review completion status. If there are any outstanding evaluations, the vice presidents and vice chancellors will notify the appropriate administrator or manager to follow up and ensure completion within two weeks. If evaluations are not turned in by the due date, a notation will be inserted in the administrator's or manager's evaluation under the "Managing Performance Evaluation" competency.

Table 2 illustrates the timeline for the rollout of the automated Workday process for classified staff and part-time faculty. Pilot phases involve one-on-one testing of the process with select managers or administrators. The launch phases will be for all remaining managers and administrators. Part-time faculty reviews will launch in October and March of each year.

The implementation of full-time faculty evaluations in Workday is currently being negotiated as part of the new faculty contract. In the meantime, full-time faculty evaluations will continue to be manually monitored by their respective deans and vice presidents.

Table 2 – Timeline for Workday Automatic Performance Review Implementation

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
CSEA												
Configure CSEA reviews and processes												
Pilot 6-month probation reviews												
Pilot 12-month probation reviews												
Pilot job change reviews												
Pilot biennial reviews												
Launch 6-month probation reviews												
Launch 12-month probation reviews												
Launch job change reviews												
Launch biennial reviews												
Part-time Faculty												
Configure PTF reviews and processes												
Pilot triennial PTF reviews												
Launch triennial PTF reviews												
Pilot PTF first semester reviews												
Launch PTF first semester reviews												

Table 3 presents the evaluation cycles for each employee group as defined by either Board Policy, Administrative Regulation, or contract. These cycles were part of the programming within the Workday system. The new process automates the start of the performance review, notifies the manager when an evaluation is due, and tracks the progress and status of employee performance evaluations.

Table 3 – SOCCCD Employee Group Evaluation Cycles

Employee Group	Evaluation Cycle	Reference Document
Administrators and Managers	Semi-annual (first year) Annual thereafter	BP4090 AR4090
Tenure Track Faculty	Annual for first four years during probation	Academic Employee Master Agreement 2015-2018 Link to contract
Tenured Faculty	Every three years after tenure	Academic Employee Master Agreement 2015-2018 Link to contract
Part-time Faculty	First semester (first year) Every six semesters (of instructional time) and no fewer than every four years	Academic Employee Master Agreement 2015-2018 Link to contract
Classified Staff	Probationary period (first year): Six months and 12 months After probation: Every two years Promotion: Three months and five months	Classified School Employee Association (CSEA) Contract 2018-2021 Link to contract
Police Officers	Probationary period (first year) or promotion: Three months, 11 months After probation: Annual	Police Officers Association Master Agreement 2015-2018 Link to contract

Reports on Tracking and Monitoring of Evaluations

Managers, administrators, and classified staff are tracked and monitored directly within the Workday HCM dashboard “My Team Performance.” The following reports were created for managers and their support staff to monitor the status of classified staff, tenured and tenure-track faculty, part-time faculty, and police officers.

- SOC HR – Find CSEA Biennial Performance Review – Due Now
- SOC HR – Find CSEA Performance Review – Probationary
- SOC HR – Find CSEA Performance Review Status
- SOC HR – Find Tenure Track Faculty Performance Review – Due
- SOC HR – Find Tenured Faculty Performance Review – Due
- SOC HR – Find Tenured Faculty Performance Review – Due as of

- SOC HR – Find Part-time Faculty Performance Review – Due
- SOC HR – Find Faculty Performance Review Status
- SOC HR – Find POA Annual Performance Review – Due Now
- SOC HR – Find POA Performance Review – Probationary
- SOC HR – Find POA Performance Review Status



Evidence of Completion of Employee Evaluations

This report outlines efforts toward a systematic, District wide process of completing evaluations on time, creating a system of automatic reminders, and monitoring evaluations. In a very short amount of time, these efforts have already had a very strong impact on the completion rates of employee evaluations.

Table 4 shows a comparison between the number of completed evaluations in February 2017, the time of the Accreditation Team site visit, and the number of completed evaluations as of September 2018. There have been great gains in completing overdue employee evaluations. At Irvine Valley College, completion of evaluations has increased from 40 percent in February 2017 to 97 percent in September 2018. The remaining one full-time faculty

evaluation, 20 part-time faculty evaluations, and two classified employee evaluations will be completed during the fall 2018 semester. Completed evaluations at District Services have grown from 11 percent in February 2017 to 100 percent in September 2018.

Table 4 – SOCCCD Evaluations

Employee Category		Saddleback		Irvine Valley		District	
		February 2017	September 2018	February 2017	September 2018	February 2017	September 2018
Administrators	<i>Total Count</i>	21	23	15	13	4	6
	<i>Evaluations Completed</i>	5	23	9	13	0	6
	<i>Evaluations In Progress</i>	16	0	6	0	4	0
	<i>% Completed Evaluations</i>	24%	100%	60%	100%	0%	100%
Managers	<i>Total Count</i>	33	34	24	20	33	34
	<i>Evaluations Completed</i>	4	31	8	20	2	34
	<i>Evaluations In Progress</i>	29	3	16	0	31	0
	<i>% Completed Evaluations</i>	12%	91%	33%	100%	6%	100%
Full-time Faculty	<i>Total Count</i>	258	237	153	142	NA	
	<i>Evaluations Completed</i>	157	227	88	141		
	<i>Evaluations In Progress</i>	101	10	65	1		
	<i>% Completed Evaluations</i>	61%	96%	58%	99%		
Part-time Faculty	<i>Total Count</i>	697	729	502	434		
	<i>Evaluations Completed</i>	302	666	185	414		
	<i>Evaluations In Progress</i>	395	63	317	20		
	<i>% Completed Evaluations</i>	43%	91%	37%	95%		
Classified Staff	<i>Total Count</i>	301	297	199	166	65	61
	<i>Evaluations Completed</i>	152	279	66	164	9	61
	<i>Evaluations In Progress</i>	149	18	133	2	56	0
	<i>% Completed Evaluations</i>	50%	94%	33%	99%	14%	100%
Total	<i>Total Count</i>	1310	1320	893	775	102	101
	<i>Evaluations Completed</i>	620	1226	356	752	11	101
	<i>Evaluations In Progress</i>	690	94	537	23	91	0
	<i>% Completed Evaluations</i>	47%	93%	40%	97%	11%	100%

Note: Counts are for active employees only (not including terminations and retirees). Part-time faculty are counted if they had assignments in the academic year. The total population number of part-time faculty is counted at the end of the most recent semester.

The aforementioned evidence demonstrates that Irvine Valley College meets the Standards (Standards III.A.5 and IV.D.2).

Glossary

Acronym	Description
ACCJC WASC	Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges
ALO	Accreditation Liaison Officer
AOWG	Accreditation Oversight Workgroup. Workgroup convened as needed to work on Accreditation related tasks. Reports to SPAC.
APTC	Academic Planning and Technology Committee. One of four primary strategic planning committees at IVC. Reports to SPAC. Chairs: VPI and Academic Senate President.
BDRPC	Budget Development and Resource Planning Committee. One of four primary strategic planning committees at IVC. Reports to SPAC. Chairs: VPAS and Academic Senate Vice President.
BOT	Board of Trustees. Elected to Board for South Orange County Community College District.
CSEA	California School Employee Association. Bargaining unit for classified employees.
DWPC	District Wide Planning Council. Highest level planning group, reporting to the Chancellor. Chairs: Chancellor and District Director of Research, Planning and Data Management.
HCM	Human Capital Management
HR	Human Resources
IEC	Institutional Effectiveness Committee. One of four primary strategic planning committees at IVC. Reports to SPAC. Chairs: Academic Senate President and Director of Research, Planning and Accreditation.
IVC	Irvine Valley College
POA	Police Officers Association
PTF	Part-time Faculty
SOCCCD	South Orange County Community College District
SPAC	Strategic Planning and Accreditation Committee. Highest shared governance committee reporting to the president. Chairs: College President and Academic Senate President.
SSAMMO	Student Success, Access, Matriculation, Marketing and Outreach Committee. One of four primary strategic planning committees at IVC. Reports to SPAC. Chairs: VPSS and Executive Director of Marketing and Creative Services.
VP	Vice President
VPI	Vice President for Instruction
VPSS	Vice President for Student Services
VPAS	Vice President for College Administrative Services

