



ORANGE COAST COLLEGE

**ACCREDITATION  
FOLLOW-UP REPORT**

MARCH 2014



# ORANGE COAST COLLEGE

## 2014 FOLLOW-UP REPORT

Submitted by:

Orange Coast College  
2701 Fairview Road, P.O. Box 5005  
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Submitted to:

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

March 2014

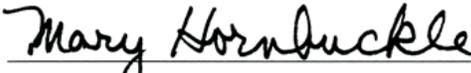
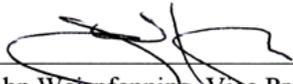
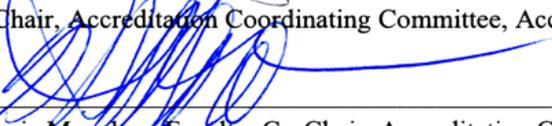
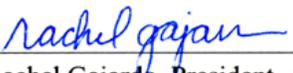


**CERTIFICATION of the  
FOLLOW-UP REPORT**

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

From: Dr. Dennis R. Harkins, President  
Orange Coast College  
2701 Fairview Road, P.O. Box 5005  
Costa Mesa, California 92628-5005

I certify there was broad participation by the campus community and believe this report accurately reflects the nature and substance of this institution.

	2-19-14
Dr. Dennis R. Harkins, President, Orange Coast College	Date
	2-19-14
Mary Hornbuckle, President, Board of Trustees, Coast Community College District	Date
	2/19/14
Dr. Andrew Jones, Chancellor, Coast Community College District	Date
	2/19/14
Dr. John Weispfenning, Vice President of Instruction Co-Chair, Accreditation Coordinating Committee, Accreditation Liaison Office	Date
	2/19/14
Georgie Monahan, Faculty, Co-Chair, Accreditation Coordinating Committee	Date
	2/19/14
Denise Cabanel-Bleuer, Faculty, President, Academic Senate	Date
	2/19/14
Sandy Whiteside, President, Classified Senate 2013-2014	Date
	2/19/14
Rachel Gajardo, President, Associated Students of Orange Coast College	Date



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## STATEMENT ON REPORT PREPARATION

In July 2013, the College received a total of four district recommendations and two commission recommendations from the ACCJC. Of these recommendations, five were directed at the district level and were addressed by a district-wide workgroup. In addition, the College received a college-level second commission recommendation, which was addressed by the College's Accreditation Coordinating Committee (ACC) and Online Advisory Board (OAB).

To develop its response to Commission Recommendation 2, the College ACC convened on the first day of classes in fall 2013 ([COM 2.19 ACC Minutes, 08/26/13](#)). Because the recommendation specifically applies to faculty-student communication in online classes, at this meeting the OAB was tasked with developing the College's plan with support from the Academic Senate's Academic Standards Committee ([COM 2.28 Academic Standards Committee Report, 10/1/13](#)). The Dean of Visual and Performing Arts and the chair of the OAB, who is also the Coordinator of Distance Education, were designated to oversee these efforts. The ACC was assigned the responsibility of developing and producing this Follow-Up Report.

In the interests of transparency and participatory governance, these efforts were reported to several relevant constituencies on campus as they were developed. The Dean of Visual and Performing Arts and the chair of the OAB regularly attended ACC meetings, reporting on the OAB's progress, including updates on Blackboard, faculty training, and other accreditation-related issues ([COM 2.18 ACC Minutes, 09/30/13](#); [COM 2.20 ACC Minutes, 11/18/13](#)). In addition, the OAB chair reported to the Academic Senate ([COM 2.21 Academic Senate Minutes, 09/24/13](#); [COM 2.22 Academic Senate Minutes, 11/19/13](#)), the Academic Standards Committee ([COM 2.23 Academic Standards Committee Minutes, 09/26/13](#)), and the Technology Committee ([COM 2.24 Technology Committee Minutes, 10/25/13](#)). All proposed plans and actions taken to address the recommendation have also been presented to the Board of Trustees Accreditation Committee ([COM 2.25 Board of Trustees Accreditation Committee Agenda, 11/12/13](#)).

In September 2013, a workgroup with representation from the three colleges and the District Office was formed to draft responses to the ACCJC District-level recommendations included in the letters sent to the colleges by ACCJC in July 2013 (District-wide Workgroup for Responding to ACCJC 2013 District Recommendations Agenda for Meetings held on 9/27/2013 ([DIS 1](#)), 10/11/2013 ([DIS 2](#)), 11/4/2013 ([DIS 3](#)), 12/2/2013 ([DIS 4](#))). The workgroup was constituted based on the recommendation of the Chancellor's Cabinet, which is chaired by the Chancellor and is composed of the three College Presidents and the three Vice Chancellors. The creation of the workgroup was discussed with and endorsed by the Board of Trustees Accreditation Committee at its meeting on 9/10/2013.

The workgroup membership was designed to provide continuity by including, to the extent possible, the same individuals who were part of the college and district-wide

workgroups tasked with preparing the sections in the 2013 college institutional self-evaluation reports dealing with Standard IV.B.2.

At the meeting of the Board of Trustees Accreditation Committee held on September 10, 2013, the following timeline was discussed and agreed upon in terms of preparation of draft responses to the ACCJC District Recommendations and overall follow-up college reports for review and discussion with the Board Accreditation Committee and the full Board of Trustees and due to ACCJC on March 15, 2014.

- a. Board of Trustees Accreditation Committee Review of Progress Reports: November 12, 2013 and January 14, 2014
- b. Board of Trustees Meeting Review and Discussion of Draft Follow-up College Reports: February 5, 2014
- c. Board of Trustees Final Adoption of College Follow-up Reports: February 19, 2014
- d. College Presidents/ALOs Submission of Follow-up Reports to ACCJC: By March 15, 2014

At its September 27, 2013, and October 11, 2013, meetings, the workgroup developed and further refined the division of responsibilities in terms of developing draft responses, the template to use for writing the draft responses, and the evidence to be collected and analyzed in support of the responses to the ACCJC District Recommendations ([DIS 5. ACCJC 2013 District Recommendations Assignments Timeline Evidence 10/11/2013](#)). At its November 4, 2013 meeting, the workgroup discussed its first and preliminary draft response, status of evidence and references gathered and reviewed and work that needed to be completed by either the Board of Trustees, District Office, District Consultation Council and/or the colleges in order to fully meet these five recommendations.

Details of the approach taken by the workgroup were discussed with the full Board of Trustees at its October 30, 2013 special meeting ([DIS 6. Agenda, attachments and minutes Board Special Meeting October 30, 2013](#)). The Board of Trustees reviewed a draft of this Follow-up Report at its meeting on February 5, 2014 ([COM 2.26 Board of Trustees Agenda, 2/5/14](#)). The report was approved by the Board of Trustees on February 19, 2014 ([COM 2.27 Board of Trustees Agenda, 2/19/14](#)), and was then submitted to the Commission.

The following individuals were involved in developing the College's response to Commission Recommendation 2:

Dr. John Weispfenning, Vice President, Office of Instruction; Accreditation Liaison Officer; and Co-Chair of Accreditation Coordinating Committee  
Georgie Monahan, Faculty, Communications; Program Review Coordinator;  
Co-Chair, Accreditation Coordinating Committee  
Denise Cabanel-Bleuer, Faculty, Spanish; President, Academic Senate  
Barbara Cooper, Faculty, Food Service Management; Chair, Online Advisory Board;  
Faculty Online Coordinator  
Eric Wilson, Classified, Information Technology

Joe Poshek, Dean, Visual & Performing Arts  
Jeremy Zitter, Faculty, English; Accreditation Report Writer  
Carmella Rodriguez Hardy, Classified, Office of Instruction  
Dr. Rendell Drew, Faculty, Political Science/American Government; Vice-Chair,  
Academic Standards Committee  
Doug Benoit, Dean, Technology & Business and Computing  
Dr. Kristin Clark, Vice President, Student Services  
Therese Grande, Classified, Office of the President  
Cathie Hutchison, Classified, Office of Instruction  
Dr. Richard Pagel, Vice President, Administrative Services  
Kayleen Perlof, Student  
Tracey Sanders, Classified, Student Services  
Rita Schulte, Classified, Administrative Services  
Sheri Sterner, Director, Institutional Research  
Derek Vergara, Interim Dean, Student Services

The following individuals were involved in developing responses to District  
Recommendations 1-4 and Commission Recommendation 1:

Coastline Community College

Ann Holliday, Faculty  
Margaret Lovig, Faculty  
Dr. Pedro Gutierrez, Faculty, President Academic Senate 2013-14

Golden West College

Wes Bryan, President  
Gregg Carr, Faculty, President Academic Senate 2013-14  
Ron Lowenberg, Dean  
Kay Nguyen, Administrative Director & ALO

Orange Coast College

Denise Cabanel-Bleuer, Faculty, President Academic Senate 2013-14  
Georgie Monahan, Faculty  
Robert Mendoza, Dean

District Office

Dr. Andreea Serban, Vice Chancellor Educational Services and Technology

**Evidence**

DIS 1	District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda Meeting 9/27/2013
DIS 2	District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda 10/11/2013
DIS 3	District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda 11/4/2013

- DIS 4 District-wide Workgroup for Responding to ACCJC 2013  
Recommendations Meeting Agenda 12/2/2013
- DIS 5 ACCJC 2013 District Recommendations Assignments Timeline  
Evidence 10/11/2013
- DIS 6 Board of Trustees Special Meeting Agenda, Attachments and Minutes  
10/30/2013
  
- COM 2.18 ACC Minutes, 9/30/13
- COM 2.19 ACC Minutes, 08/26/13
- COM 2.20 ACC Minutes, 11/18/13
- COM 2.21 Academic Senate Minutes, 9/24/13
- COM 2.22 Academic Senate Minutes, 11/19/13
- COM 2.23 Academic Standards Committee Minutes, 09/26/13
- COM 2.24 Technology Committee Minutes, 10/25/13
- COM 2.25 Board of Trustees Accreditation Committee Agenda, 11/12/13
- COM 2.26 Board of Trustees Agenda, 2/5/14
- COM 2.27 Board of Trustees Agenda, 2/19/14
- COM 2.28 Academic Standards Committee Report, 10/1/13

## RESPONSES TO DISTRICT-LEVEL RECOMMENDATIONS

**District Recommendation 1:** *To meet the Standard, and as recommended by the 2007 team, the team recommends that faculty and others directly responsible for student progress towards achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes. (Standard III.A.1.c)*

### Analysis and Findings:

There were a variety of means of assessment used to gather the data related to this recommendation and a final finding. For organizational purposes, the assessment was divided among four groups. These groups were full-time faculty, part-time faculty, classified employees, and management. The means of assessment covered contract language, Memoranda of Understanding (MOU), notes from district meetings, letters or emails describing the SLO evaluation process and training opportunities, and evaluation forms to be used and SLO evaluation questions identified.

#### Full-time Faculty

The Coast Federation of Educators (CFE) represents full-time and part-time faculty with 7.5 Load Hour Equivalent (LHE) or above. In a joint letter between CFE and the District ([DIS 1.1 Joint Letter from District and CFE signed 11/13/2013](#)) CFE and the District described that they had been engaged in negotiations for the successor collective bargaining agreement since fall 2012. Recognizing and agreeing on the need to include the use of SLOs as a component to Faculty evaluations, both parties conceptually agreed to new contract language to address this on August 6, 2012. Both parties conceptually agreed that this new language would be a component of evaluations for all categories of faculty represented by the CFE.

Until the successor agreement negotiations can be finalized and a new contract ratified, the District has directed administrators who evaluate Faculty to address the use of SLOs in the current Coast Community College District Administrator Evaluation of Faculty form ([DIS 1.2 Form CFE Agreement Appendix B - page 94 & 95](#)) of the now expired Collective Bargaining Agreement. Specifically, administrators have been directed to comment on faculty use of SLOs under subparagraph D of the form which is entitled "Participates in Department/Division Activities." This went into effect in fall 2013 ([DIS 1.1 Joint Letter from District and CFE signed 11/13/2013](#), [DIS 1.5 Full-time and Part-time Faculty Evaluation Instructions - email from Vice Chancellor of Human Resources 10/31/2013 and 11/1/2013](#)).

#### Part-time Faculty

The part-time faculty are represented by two employee groups. Part-time faculty with 7.5 LHE or above are represented by the Coast Federation of Educators (CFE). Faculty with LHE below 7.5 are represented by the Coast Community College Association (CCA). These two groups have separate collective bargaining agreements with the District.

As mentioned previously, the District and CFE have been in contract negotiations since fall 2012. Until a successor agreement is reached, the District has directed Deans and Department Chairs of part-time faculty in the CFE unit to use the Faculty (or Counselor) Evaluation Report forms found on pages 88-91 in Appendix B of the CFE bargaining agreement. They should indicate SLO usage by individual faculty members by answering two SLO related questions under "Additional comments by evaluator(s)". The questions are 1) Are SLOs on your syllabus (syllabi)? and 2) Do your assignments contribute to SLO(s) achievement? ([DIS 1.3 Forms Faculty/Counselor Evaluation Reports - CFE Agreement Appendix B - pages 88-91](#)). This goes into effect in spring 2014 ([DIS 1.1 Joint Letter from District and CFE signed 11/13/2013](#), [DIS 1.6 Joint Letter from District and CFE signed 11/19/2013](#), [DIS 1.5 Full-time and Part-time Faculty Evaluation Instructions - email from Vice Chancellor of Human Resources 10/31/2013 and 11/1/2013](#)).

The District and the Coast Community College Association (CCA) have not entered contract negotiations for a successor agreement. The District has approached CCA to negotiate new definitive language for part-time faculty evaluations. Until a successor agreement is reached, the District has directed evaluators for part-time faculty members represented by CCA to specifically address the use of SLOs on the Part Time Faculty Evaluation Form found on page 23 in Appendix C of the CCA bargaining agreement under the first paragraph entitled, "Evaluator's Description of Observation." ([DIS 1.4 CCA Part-time Evaluation Form](#)). Since evaluators are required to consider all teaching materials, including the syllabus, in the evaluation of part-time faculty, this is the most appropriate place to discuss the evidence of the use of SLOs by part-time faculty ([DIS 1.5 Full-time and Part-time Faculty Evaluation Instructions - email from Vice Chancellor of Human Resources 10/31/2013 and 11/1/2013](#)).

#### Classified Employees

While faculty has direct responsibility of SLOs, classified employees do not. Although not directly responsible, classified employees do encourage and support student progress towards achieving stated student learning outcomes when appropriate. Management will ensure that classified employees have knowledge and familiarity of student learning outcomes through departmental meeting, conferences, training, and various other means. Managers are encouraged to have ongoing discussions with employees to support student learning. Contract negotiations and discussions will continue to ensure that all classified employees have an understanding of the alignment of their work with the District mission to support student learning ([DIS 1.8 Classified Employee Email between Coast Federation of Classified Employees \(CFCE\) and VC HR 11/23/2013](#)).

#### Management

The District and the Coast District Management Association (CDMA) negotiated language for a rated question pertaining to SLOs on all management employee evaluations. The wording of the question is "This manager supports faculty and staff in implementation of Student Learning Outcomes as a measure of student success and of teaching excellence". The implementation of this language started during the fall 2013 semester in the management evaluation process ([DIS 1.7 CDMA Manager Evaluation](#)

[letter 10/28/2013](#)).

### **Conclusion:**

The Coast Community College District and their employee groups have integrated SLOs in the employee evaluations and should be commended. In the full-time faculty, part-time faculty 7.5 LHE and above, and the management groups, contract language has been approved by the negotiation teams. The full-time and part-time faculty above 7.5 LHE have also come to agreement on an interim plan that will immediately go into effect until a full successor agreement has been approved. The District has also directed evaluators of part-time faculty below 7.5 LHE to use the present evaluation process and forms to address the use of SLOs. These directions will be implemented during the spring 2014 semester.

This recommendation is fully addressed and the college meets this standard.

### **Evidence**

- DIS 1.1 Joint Letter from District and CFE signed 11/13/2013
- DIS 1.2 Form CFE Agreement Appendix B page 94
- DIS 1.3 Forms Faculty/Counselor Evaluation CFE Agreement Appendix B pages 88-91
- DIS 1.4 CCA Part-time Evaluation Form
- DIS 1.5 Full- and Part-time Faculty Evaluation Instructions VC HR 10/31/2013 and 11/1/2013
- DIS 1.6 Joint Letter from District and CFE signed 11/19/2013
- DIS 1.7 CDMA Manager Evaluation letter 10/28/2013
- DIS 1.8 Classified Employee Email between CFCE and VC HR 11/23/2013

**District Recommendation 2:** *To meet the Standards, and as recommended by the 2007 team, the team recommends that the Board and district follow their policies regarding the delegation of authority to the Chancellor for effective operation of the district and to the college presidents for the effective operation of the colleges. Further, the team recommends that the district develop administrative procedures that effectively carry out delegation of authority to the Chancellor and the college presidents. (Standards IV.B.1.j, IV.B.3.a, IV.B.3.g)*

### **Analysis and Findings:**

Part of the process and schedule followed for the revision of all existing board policies and administrative procedures, and creation of new ones as needed, described in the response to District Recommendation 4, a number of existing board policies related to delegation of authority were revised and several new ones were created. Associated administrative procedures were created to effectively operationalize these board policies.

Specifically, the following board policies and administrative procedures were revised or created:

- BP 2430 Delegation of Authority to CEO – revision ([DIS 2.1](#))
- AP 2430 Delegation of Authority to CEO – new ([DIS 2.2](#))
- BP 2905 General Counsel - revision ([DIS 2.3](#))
- BP 6100 Delegation of Authority – revision ([DIS 2.4](#))
- AP 6100 Delegation of Authority – new ([DIS 2.5](#))
- BP 6150 Designation of Authorized Signatures – revision ([DIS 2.6](#))
- AP 6150 Designation of Authorized Signatures – new ([DIS 2.7](#))
- BP 6340 Bids and Contracts – revision ([DIS 2.8](#))
- AP 6340 Bids and Contracts – new ([DIS 2.9](#))
- BP 6350 Contracts Relating to Construction – new ([DIS 2.10](#))
- AP 6350 Contracts Relating to Construction – new ([DIS 2.11](#))
- BP 6370 Contract for Independent Contractor or Professional Experts – new ([DIS 2.12](#))
- AP 6370 Contract for Independent Contractor or Professional Experts – new ([DIS 2.13](#))
- BP 7110 Delegation of Authority – new ([DIS 2.14](#))
- AP 7110 Delegation of Authority– new ([DIS 2.15](#))

Following the process outlined in AP 2410 Board Policies and Administrative Procedures, all these revisions or new board policies and administrative procedures, except for BP 2905 which did not require District Consultation Council (DCC – this council was previously named the District Governance Council) approval, were brought to DCC for first reading on 9/30/2013 and for approval on 10/28/2013 (DCC Agenda items related to board policies and administrative procedures 9/30/2013 ([DIS 2.16](#)) and 10/28/2013 ([DIS 2.17](#))). Subsequently, they were brought to the Board of Trustees for first reading at the Board meeting on 11/6/2013 and for approval or ratification, respectively, at the Board meeting on 11/20/2013 (Agenda and minutes Board meetings 11/6/2013 ([DIS 2.18](#)), 11/20/2013 ([DIS 2.19](#)), and 12/2/2013([DIS 2.20](#))). The approval or ratification took place at the December 2, 2013 Board meeting.

BP 2430 Delegation of Authority to CEO was revised to more specifically define the delegation of authority to the Chancellor and the College Presidents and combined two different board policies which were overlapping (former BP 2201 Standards of Administration and BP 2430 Delegation of Authority). A new administrative procedure was created that indicates the specific areas for which the Chancellor and the College Presidents are responsible. The administrative procedure was created based on discussions with the Chancellor and the College Presidents.

BP 2905 General Counsel was revised to specifically define the working relationship and direction received from both the Board of Trustees and the Chancellor whereas previously the General Counsel received direction and oversight exclusively to the Board of Trustees.

BP 6340 Bids and Contracts was revised to delegate the authority to the Chancellor to enter into contracts for work to be done, services to be performed or for goods, equipment or supplies to be furnished or sold to the District that do not exceed the amounts specified in Public Contract Code Section 20651, as amended annually under Public Contract Code Section 20651(d), without requiring prior approval by the Board but ratification by the Board. This is a significant change in actual delegation of authority to the Chancellor. Prior to this change, any contract, service, or purchase, regardless of dollar amount required prior approval of the Board, which had an impact on the ability of the District to operate efficiently. The associated AP 6340 defined the delegation of authority from the Chancellor to the Vice Chancellor of Fiscal and Administrative Services.

A new board policy related to the delegation of authority to the Chancellor related to personnel matters was created BP 7110 which combined a number of disparate policies and more clearly articulated the type of personnel actions that the Chancellor could undertake without prior approval by the Board but rather ratification by the Board to effectively run the operations of the District. The associated AP 7110 defined the delegation of authority from the Chancellor to the Vice Chancellor of Human Resources.

At its November 6, 2013 Board meeting, the Board of Trustees approved the revision to the following Board Policies that recognize the role of the Chancellor as follows:

BP 2200 Board Duties and Responsibilities ([DIS 2.21](#)) – the board policy was revised to include the Chancellor in the hiring and evaluation of the Board Secretary and the appointment and oversight of the District General Counsel, District External Auditor, and District Lobbyist. Previous language in the policy had these functions being selected and overseen exclusively by the Board of Trustees.

BP 2320 ([DIS 2.22](#)) – this is a new board policy which provides the Chancellor the responsibility for ensuring that the media are informed of special or emergency meetings of the Board.

The operational implementation of the revised or new relevant board policies and administrative procedures was defined and communicated to all district managers on January 23, 2014 by the manager of the District Risk Services. The changes were implemented effective with the Board meeting on February 5, 2014 ([DIS 2.23 Memorandum to District Managers Support Staff Re Delegation Authority Contracts Submission Review 1/23/2014](#), [DIS 2.24 Contract Submission and Review Procedures 1/22/2014](#)).

### **Conclusion:**

The District and the Board of Trustees have revised existing board policies related to delegation of authority and created new board policies and administrative procedures that

clearly define the delegation of authority to the Chancellor and College Presidents and operationalize this delegation of authority. The implementation of the changes made related to delegation of authority is evidenced in the changes made to the way items are submitted to Board of Trustees meetings ([DIS 2.25 Agenda and minutes Board meeting 2/5/2014](#)).

This recommendation is fully addressed and the college meets this standard.

### **Evidence**

- DIS 2.1 BP 2430 Delegation of Authority to CEO – revision
- DIS 2.2 AP 2430 Delegation of Authority to CEO – new
- DIS 2.3 BP 2905 General Counsel - revision
- DIS 2.4 BP 6100 Delegation of Authority – revision
- DIS 2.5 AP 6100 Delegation of Authority – new
- DIS 2.6 BP 6150 Designation of Authorized Signatures – revision
- DIS 2.7 AP 6150 Designation of Authorized Signatures – new
- DIS 2.8 BP 6340 Bids and Contracts – revision
- DIS 2.9 AP 6340 Bids and Contracts – new
- DIS 2.10 BP 6350 Contracts Relating to Construction – new
- DIS 2.11 AP 6350 Contracts Relating to Construction – new
- DIS 2.12 BP 6370 Contracts for Independent Contractor or Professional Experts – new
- DIS 2.13 AP 6370 Contracts for Independent Contractor or Professional Experts – new
- DIS 2.14 BP 7110 Delegation of Authority – new
- DIS 2.15 AP 7110 Delegation of Authority– new
- DIS 2.16 DCC Agenda items related to board policies and administrative procedures 9/30/2013
- DIS 2.17 DCC Agenda items related to board policies and administrative procedures 10/28/2013
- DIS 2.18 Agenda and minutes Board Meeting 11/6/2013
- DIS 2.19 Agenda and minutes Board Meeting 11/20/2013
- DIS 2.20 Agenda and minutes Board Meeting 12/2/2013
- DIS 2.21 BP 2200 Board Duties and Responsibilities
- DIS 2.22 BP 2320 Special and Emergency Meetings
- DIS 2.23 Memorandum to District Managers Support Staff Regarding Delegation Authority Contracts Submission Review 1/23/2014
- DIS 2.24 Contract Submission and Review Procedures 1/22/2014
- DIS 2.25 Agenda and minutes Board Meeting 2/5/2014

**District Recommendation 3:** *To meet the Standard, the team recommends that the Board of Trustees follow its established process for self-evaluation of Board performance as published in its board policy. (Standard IV.B.1.g)*

### **Analysis and Findings:**

#### Review of Evaluation Procedure

At the February 7, 2012 meeting of the Board of Trustees Accreditation Committee, members of the committee discussed with those present the status of the Board of Trustees Self Evaluation materials, including the Board Self Evaluation ([DIS 3.1 Board of Trustees Accreditation Committee Meeting Minutes 2/7/2012](#)).

At the April 17, 2012 meeting of the Board of Trustees Accreditation Committee, committee members discussed the Board of Trustees' Self Evaluation materials and agreed that the Board President and the Board Secretary would get together to develop an action plan on self-evaluation dissemination and follow up on the action plan ([DIS 3.2 Board of Trustees Accreditation Committee Meeting Minutes 4/17/2012](#)).

At the June 27, 2012 meeting of the Board of Trustees Accreditation Committee, committee members discussed Board Policy 2745 Board Self Evaluation. One issue raised was that the Administrative Procedure was embedded in the policy itself. The Board Clerk (a member of the Board Accreditation Committee at the time) and the Vice Chancellor of Educational Services and Technology were asked to separate out the Administrative Procedure and take it to the Board Study Session. With this plan in place, the committee voted to approve the revised policy (absent a procedure) and to forward both to the full Board at the July 18, 2012 Board meeting. At this same meeting, committee members discussed the need for a plan for expanding the Board of Trustees' meeting minutes to provide elaboration on the discussion matters before the Board when they may reflect important information about the topic, concerns raised and impact to other programs and efforts ([DIS 3.3 Board of Trustees Accreditation Committee Meeting Minutes 6/27/2012](#)).

#### Approval of Revised Board Evaluation Policy (BP 2745)

At the August 1, 2012 Board meeting, the Board reviewed Board Policy 2745 for a first reading. One of the expressed concerns was that action minutes do not provide sufficient evidence regarding Board discussion and involvement in matters before the Board for the purpose of deliberation. This also applies to Board committees. Detailed meeting minutes for many District and college committees provide evidence for both the self-evaluation and subsequent reports to the accreditation commission and other state agencies. The details help document the topic and viewpoints of discussion, pertinent parts of the deliberation, outcomes they support, engagement, as well as important background on the decision making process. Action minutes of Board of Trustees meetings do not serve this evidence function very well. The change being suggested is recommending a way to augment Board and Board Committee action minutes for this purpose. The Board of Trustees voted to refer Board Policy 2745 to the next regular meeting, with changes as modified in paragraph #7 ([DIS 3.4 Board of Trustees Meeting Minutes 8/1/2012](#)).

At the August 15, 2012 Board meeting, the Board adopted a revised Board Policy 2745, which included expanding the meeting minutes when the Board discusses findings of the self-evaluation. These minutes will be public and available before they are presented for approval ([DIS 3.5 Board of Trustees Meeting Minutes, 8/15/2012](#); [DIS 3.6 Board of Trustees Accreditation Committee Meeting Minutes, 9/20/2012](#)).

At the July 30, 2013 meeting of the Board of Trustees Accreditation Committee, the Board President provided the Committee with a progress report on District Recommendation 3. She shared that the Trustees were researching other tools being used for self-evaluation and that this item would be presented at the upcoming Study Session of the Board of Trustees. The Board President further shared that she would recommend a 360 review of the Board, with surveys being distributed in late August/early September 2013 and returned mid-September 2013, statistical results generated at the end of September 2013, and a Board Meeting Study Session where the Board of Trustees would receive insight from employees regarding the evaluation.

The Board also approved, as part of an effort to coordinate and prepare the follow up reports due to ACCJC March 15, 2014, the following approach for the District responses:

In order to address the recommendations, the District Office and the Colleges will be working together. The District Office will coordinate the recommendations related to the District, while the colleges will coordinate the college-specific recommendations. For all recommendations, there will be input and review by the appropriate groups at the District Office and the colleges ([DIS 3.7 Board of Trustees Accreditation Committee Meeting Minutes, 7/30/2013](#)).

At the August 7, 2013 Board Study Session on Accreditation, the Board discussed its current self-evaluation process and proposed changes to the tool based on their review of other districts, and those suggested by the Community College League of California (CCLC) and the Association of Community College Trustees (ACCT). This proposed self-evaluation would be brought to the August 21, 2013 Board agenda with the goal of sending out surveys by early September 2013 and sharing results in October 2013. Goals for the next two years would be formulated and a report based on the survey would be posted on the District website ([DIS 3.8 Board of Trustees Study Session Minutes, 8/7/2013](#)).

On August 21, 2013, the Board took action to approve the Board Self Evaluation Plan presented at the Board Accreditation Study Session of August 7, 2013 ([DIS 3.9 Board of Trustees Meeting Minutes, 8/21/2013](#)).

Below is a summary of the Board evaluation process as stated in BP 2745, as adopted at the August 15, 2012 Board of Trustees meeting.

Action	Timeline
(1) Review and approve procedures	September, odd number years
(2) Review and approve evaluation instrument	September, odd number years
(3) Board members complete and submit evaluation responses	10 days prior to evaluation meeting
(4) Board Secretary tabulates responses and presents them to Board President	Prior to evaluation meeting
(5) Board President presents evaluation results to Board in writing	Prior to evaluation meeting
(6) Board President/designee presides over discussion of evaluation results	October study session (or special meeting)
(7) Public/District constituencies provide input during self-evaluation	Prior to evaluation meeting
(8) Action(s) taken as result of evaluation summary in public meeting	Prior to next review cycle
(9) Board Accreditation Committee develops process/measures to address areas of improvement	Prior to next review cycle
(10) Board Accreditation Committee reports back with results in public meeting	Prior to next review cycle
(11) Evaluation identifies accomplishments, goals and plans (optional)	

*Action (1)*

On August 15, 2012, the Board approved BP 2745 ahead of the schedule ([DIS 3.5 Board of Trustees Meeting Minutes, 8/15/2012](#)).

*Action (2)*

On August 21, 2013, the Board approved the evaluation instrument ([DIS 3.9 Board of Trustees Meeting Minutes, 8/21/2013](#), [DIS 3.11 Board of Trustees Self Evaluation](#)).

*Action (3)*

Board members completed a self-evaluation online. The Board Secretary prepared the report of the survey responses.

*Action (7)*

Board secretary sent an email communication on September 9, 2013 to all employees of the Coast Community College District with the URL for the Board evaluation survey.

*Action (4)*

Board secretary tabulated and presented them to the Board President on October 2, 2013.

*Action (5)*

The Board President presented the evaluation results to the Board in writing on October 16, 2013 part of the agenda of the Board Study Session.

*Action (6)*

On October 16, 2013, the Board discussed the evaluation results during a study session for this purpose ([DIS 3.10 Board of Trustees Meeting Agenda and Minutes , 10/16/2013](#), [DIS 3.11 Board of Trustees Self Evaluation](#), [DIS 3.12 Survey Results of District Employees Regarding the Board of Trustees](#), [DIS 3.13 Survey Written Comments of District Employees](#)).

Actions taken as a result of the evaluation were determined at the public meetings held on 10/16/2013 and 11/6/2013. This resulted in identifying goals and action plans for the Board of Trustees ([DIS 3.14 Goals and Action Plans Adopted at the November 6, 2013 Board meeting](#)).

The Board Accreditation Committee was charged to develop the process and measures to address areas of improvement.

**Conclusion:**

The Board of Trustees fully addressed this recommendation and the college meets the standard.

**Evidence**

- DIS 3.1 Board of Trustees Accreditation Committee Meeting Minutes 2/7/2012
- DIS 3.2 Board of Trustees Accreditation Committee Meeting Minutes 4/17/2012
- DIS 3.3 Board of Trustees Accreditation Committee Meeting Minutes 6/27/2012
- DIS 3.4 Board of Trustees Meeting Minutes 8/1/2012
- DIS 3.5 Board of Trustees Meeting Minutes 8/15/2012
- DIS 3.6 Board of Trustees Accreditation Committee Meeting Minutes 9/20/2012
- DIS 3.7 Board of Trustees Accreditation Committee Meeting Minutes 7/30/2013
- DIS 3.8 Board of Trustees Study Session Minutes 8/7/2013
- DIS 3.9 Board of Trustees Meeting Minutes 8/21/2013
- DIS 3.10 Board of Trustees Meeting Agenda 10/16/2013
- DIS 3.11 Board of Trustees Self Evaluation
- DIS 3.12 Survey Results of District Employees Regarding the Board of Trustees
- DIS 3.13 Survey Written Comments of District Employees
- DIS 3.14 Goals and Action Plans Adopted at the November 6, 2013 Board Meeting

**District Recommendation 4:** *To meet the Standards, and as recommended by the 2007 team, the team recommends that the Board implement a process for the evaluation of its policies and procedures according to an identified timeline and revise the policies as necessary. (Standard IV.B.l.e)*

**Analysis and Findings:**

After discussions at the Chancellor's Cabinet (formerly called Presidents' Council) and District Consultation Council (formerly called Chancellor's Cabinet and then District Governance Council), in order to clarify and formalize the process by which existing board policies and administrative procedures are revised and/or new ones are created, in February 2012, new Board Policy 2410 Board Policies and Administrative Procedures ([DIS 4.1](#)) and associated Administrative Procedure 2410 Board Policies and Administrative Procedures ([DIS 4.2](#)) were developed. The Board of Trustees adopted and ratified, respectively, the new BP 2410 and AP 2410 at its March 21, 2012 meeting ([DIS 4.3 Minutes Board of Trustees Meeting 3/21/2012](#)).

The development and implementation of AP 2410 Board Policies and Administrative Procedures in March 2012 has helped to clarify the process and responsibilities for revision and/or creation of policies and procedures. AP 2410 has been followed consistently since its ratification and has ensured that, with an established schedule which calls for reviewing and updating all existing board policies and administrative procedures on a four-year cycle, those responsible, and the District overall, stay on track.

Between January 2012 and February 2013, 48 board policies were revised or created. This represented 15% of the total number of current board policies as of February 2013 (316 total) ([DIS 4.4 List of board policies and administrative procedures revised or created from January 2012 to February 2013](#)).

In spring 2012, the Board of Trustees approved and directed staff to work on re-aligning the board policies and administrative procedures to conform to the chapter and numbering structure recommended by the Community College League of California (CCLC). The Vice Chancellor of Educational Services and Technology convened a working group with representation from the units of the District Office who have overall responsibility for each area to work on this re-alignment.

After further review and analysis of the current structure and numbering of existing board policies and administrative procedures, the Vice Chancellor of Educational Services and Technology also provided an extensive analysis with recommendations for changes in the current structure, numbering and, in some cases, content of board policies in order to fully implement the CCLC structure and numbering format as well as consistency with CCLC in terms of the content of board policies and administrative procedures. The Board of Trustees approved the implementation of the proposed recommendations at the August 1, 2012 meeting ([DIS 4.5 Minutes Board of Trustees Meeting 8/1/2012](#)).

This work was completed and the revised structure was implemented. During the review and re-alignment to conform to the CCLC recommended structure, overlapping board policies were identified, leading to the consolidation or elimination of some. Others that were suitable as administrative procedures, rather than as board policies, were revised and brought to the Board of Trustees for review and approval or ratification, as appropriate.

In addition, at its meetings on September 19, 2012, June 19, 2013 and August 21, 2013, respectively, the Board of Trustees approved contracts with CCLC for providing assistance to the District Human Resources and Administrative Services with revision of current board policies and administrative procedures, or creation of new ones, as needed (Minutes Board Meetings 9/19/2012 ([DIS 4.6](#)), 6/19/2013 ([DIS 4.7](#)) and 8/21/2013 ([DIS 4.8](#))). The Vice Chancellor of Educational Services and Technology has continued to provide overall coordination for this process.

At the July 30, 2013 meeting of the Board of Trustees Accreditation Committee, the approach and new schedule for completing by January 2014 the revision of all board policies and administrative procedures, and creation of new ones, as needed, was reviewed and discussed ([DIS 4.9 Board of Trustees Accreditation Committee Agenda and Minutes 7/30/2013](#)).

The work has continued in earnest throughout the fall 2013 and spring 2014 semesters as follows:

Per BP 2410 and AP 2410, revised or new Board Policies and Administrative Procedures were brought for information only, first reading, or approval to the District Consultation Council (DCC) (DCC Agendas Items related to BPs and APs 9/9/2013 ([DIS 4.10](#)), 9/30/2013 ([DIS 4.11](#)), 10/21/2013 ([DIS 4.12](#)), 10/28/2013 ([DIS 4.13](#)), 11/18/2013 ([DIS 4.14](#)), 12/2/2013 ([DIS 4.15](#)), 1/13/2014 ([DIS 4.16](#))).

After review and approval by the DCC, the revised or new Board Policies and Administrative Procedures were brought to the Board of Trustees for first reading and subsequently for approval or ratification, as follows (Board of Trustees Meetings Agendas Items and Minutes related to BPs and APs 10/16/2013 ([DIS 4.17](#)), 11/6/2013 ([DIS 4.18](#)), 11/20/2013 ([DIS 4.19](#)), 12/2/2013 ([DIS 4.20](#)), 12/11/2013 ([DIS 4.21](#)), 1/15/2014 ([DIS 4.22](#))).

<i>Board of Trustees Meeting Date</i>	<i>BPs and APs for first reading</i>	<i>BPs and APs for Approval/Ratification</i>
10/16/2013	22 BPs and 3 APs	1 BP
11/6/2013	72 BPs and 75 APs	22 BPs and 2 APs
11/20/2013	1 BP	62 BPs and 56 APs -on agenda but postponed to 12/2/2013 meeting)
12/2/2013	27 BPs and 22 APs	71 BPs and 69 APs
12/11/2013	8 BPs and 2 APs	26 BPs and 24 APs

1/15/2014

8 BPs and 5 APs

6 BPs and 1 AP

In addition to the schedule for completing a full revision of existing BPs and APs, or creation of new ones as needed, a look-forward and scheduling for the new four-year review cycle was developed and provided to the Board of Trustees at its 2/5/2014 meeting. This document covered board policies in Chapters 1 through 6 ([DIS 4.23 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 6](#)). The complete schedule which also includes Chapter 7 was provided to the Board of Trustees at its 2/19/2014 meeting ([DIS 4.24 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 7](#)).

### **Conclusion:**

The District has followed the process defined in BP 2410 and AP 2410 for revision of existing Board Policies and Administrative Procedures, as needed. The District and the Board of Trustees completed a full review and revision of all of its existing BPs and APs and created new ones, as needed. A schedule for continued review and updating for the next four-year cycle Fall 2014-Spring 2018 has been established and will be followed.

This recommendation was fully addressed and the college meets the standard.

### **Evidence**

- DIS 4.1 Board Policy 2410 Board Policies and Administrative Procedures
- DIS 4.2 Administrative Procedure 2410 Board Policies and Administrative Procedures
- DIS 4.3 Minutes Board of Trustees Meeting 3/21/2012
- DIS 4.4 List of board policies and administrative procedures revised or created from January 2012 to February 2013
- DIS 4.5 Minutes Board of Trustees Meeting 8/1/2012
- DIS 4.6 Minutes Board of Trustees Meeting 9/19/2012
- DIS 4.7 Minutes Board of Trustees Meeting 6/19/2013
- DIS 4.8 Minutes Board of Trustees Meeting 8/21/2013
- DIS 4.9 Board of Trustees Accreditation Committee Agenda and Minutes 7/30/2013
- DIS 4.10 DCC Agenda Items related to BPs and APs 9/9/2013
- DIS 4.11 DCC Agenda Items related to BPs and APs 9/30/2013
- DIS 4.12 DCC Agenda Items related to BPs and APs 10/21/2013
- DIS 4.13 DCC Agenda Items related to BPs and APs 10/28/2013
- DIS 4.14 DCC Agenda Items related to BPs and APs 11/18/2013
- DIS 4.15 DCC Agenda Items related to BPs and APs 12/2/2013
- DIS 4.16 DCC Agenda Items related to BPs and APs 1/13/2014
- DIS 4.17 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 10/16/2013
- DIS 4.18 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 11/6/2013
- DIS 4.19 Board of Trustees Meeting Agenda Items and Minutes related to BPs and

- APs 11/20/2013
- DIS 4.20 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 12/2/2013
- DIS 4.21 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 12/11/2013
- DIS 4.22 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 1/15/2014
- DIS 4.23 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 6
- DIS 4.24 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 7

**Commission Recommendation 1:** *To meet the Standards, the District needs to examine the role of the four board employees who report directly to the Board of Trustees to ensure there is no conflict with the delegation of authority of the Chancellor and the college presidents. (Standard IV.B.3.a, IV.B.3.b)*

### **Analysis and Findings:**

Various documents including Board Policies, Administrative Procedures and job descriptions were identified for the workgroup to review and analyze. Further, the workgroup members interviewed the Chancellor, Board members and the Board Secretary to understand the perception of and processes followed when it comes to working with the Board Secretary and the Chancellor.

Interviews were conducted with:

- the Chancellor on 10/25/2013
- the Board President and the Board Secretary on 11/1/2013
- Individual interviews with the other four Board members were conducted on 11/7/2013 and 11/8/2013.

The interview with the Chancellor affirmed the commitment of the Chancellor to work with the Board of Trustees to ensure that the issues surrounding the delegation of authority, including the role of the Board Secretary, are clarified and fully addressed.

The results of the interviews conducted with members of the Board of Trustees in November 2013 harkened back to the time of 2006-2010 in order to create a context and to have a better understanding as to why the Board has evolved in its mode of operations and authority. The mid 2000s were a time when the Coast Community College District's Chancellor was not trusted by either the colleges or the Board of Trustees. This lack of trust as well as a perceived lack of transparency prompted the Board members at the time to set up safety measures for control and authority that included hiring a general counsel for both advice and the opportunity to make decisions faster based on legal advice they trusted; an external auditor for greater objectivity; and a lobbyist to argue in Sacramento

on behalf of the colleges. At that time, the majority of the Board members believed their office needed confidentiality above everything. It appears that these measures provided that confidentiality and supported the Board of Trustees to have authority and control and kept the administrative staff close to them in a direct reporting relationship.

Since that time, it is now perceived that the District, with two new Board members first elected in 2008 and 2010, respectively, and a new Chancellor who started in his position in August 2011, into the current climate, has been “making leaps and bounds” forward and the past measures have stanchued much of the issues from the prior years. A majority of the Board members reported that they recognize it is appropriate for the Chancellor to have the delegation of authority. It is also apparent that with the current Board members and Chancellor, achieving trust and creating more transparency has been evolving in a healthy and successful way. The Board Secretary and the assistants that report to her have been successfully working with not only the Board but also the Chancellor and appropriate Board and District committees. On the other hand, two of the Board members are still reluctant to delegate authority. They recognize change has occurred and they attribute that to the measures and control that they put into place prior to 2010. They feel removing those controls may move the District backwards rather than forward. One of these two Board members believes that ACCJC has gone too far in its authority and stated this in a letter he sent to the U.S. Department of Education ([COM 1.1 Board of Trustees Special Meeting Agenda, Attachment and Minutes 8/21/2013](#)). This letter was not supported or endorsed by the Board as a whole. The Board President sent a follow-up letter to the U.S. Department of Education and ACCJC to this effect ([COM 1.2 Letter from Board President to the US Department of Education 8/26/ 2013](#)).

The following Board Policies (BP) and Administrative Procedures (AP) were revised to reflect the delegation of authority. They were brought to the District Consultation Council before they were brought to the Board following the process outlined in AP 2410.

- BP 2430 Delegation of Authority to CEO ([DIS 2.1](#))
- AP 2430 Delegation of Authority to CEO ([DIS 2.2](#))
- BP 2905 General Counsel ([DIS 2.3](#))
- BP 6100 Delegation of Authority ([DIS 2.4](#))
- AP 6100 Delegation of Authority ([DIS 2.5](#))
- BP 6150 Designation of Authorized Signatures ([DIS 2.6](#))
- AP 6150 Designation of Authorized Signatures ([DIS 2.7](#))
- BP 6340 Bids and Contracts ([DIS 2.8](#))
- AP 6340 Bids and Contracts ([DIS 2.9](#))
- BP 6350 Contracts Relating to Construction ([DIS 2.10](#))
- AP 6350 Contracts Relating to Construction ([DIS 2.11](#))
- BP 6370 Contracts for Independent Contractor or Professional Expert Services ([DIS 2.12](#))
- AP 6370 Contracts for Independent Contractor or Professional Expert Services ([DIS 2.13](#))
- BP 7110 Delegation of Authority ([DIS 2.14](#))

AP 7110 Delegation of Authority ([DIS 2.15](#))

Relevant Board Policies and Administrative Procedures related to Commission Recommendation 1 in which the Board Secretary is mentioned in terms of duties and responsibilities or relationship to the Board of Trustees and/or Chancellor which were revised include:

- BP 2015 Student Member, Board of Trustees (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.3](#))
- BP 2105 Election of Student Member (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.4](#))
- BP 2200 Board Duties and Responsibilities (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.5](#))
- BP 2210 Officers (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.6](#))
- BP 2340 Agendas (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.7](#))
- BP 2345 Public Participation at Board Meetings (updated version approved at the 11/6/2013 Board of Trustees meeting) ([COM 1.8](#))
- BP 2360 Minutes (updated version first reading at the 3/5/2014 Board of Trustees meeting) ([COM 1.9](#))
- BP 2365 Recording (updated version first reading at the 3/5/2014 Board of Trustees meeting) ([COM 1.10](#))
- BP 2740 Board Education and New Trustee Orientation (updated version first reading at the 3/5/2014 Board of Trustees meeting) ([COM 1.11](#))

BP 2200 Board Duties and Responsibilities was revised and changed the reporting relationship of the Board Secretary from reporting exclusively to the Board of Trustees to a dual reporting relationship to both the Board of Trustees and the Chancellor. The Chancellor and the Board of Trustees work together to hire and evaluate the Board Secretary which previously was done exclusively by the Board of Trustees.

The job description of the Board Secretary ([COM 1.12](#)) was revised to clarify the supporting role of this position for preparation of Board meeting agendas, minutes, and collection of attachments submitted by staff and working with both the Chancellor and the Board of Trustees in the course of providing this support. The revised job description was discussed at the February 5, 2014 Board meeting.

**Conclusion:**

This recommendation was fully addressed and the college meets the standard.

**Evidence**

- COM 1.1 Board of Trustees Special Meeting Agenda, Attachment and Minutes 8/21/2013

- COM 1.2 Letter from Board President to the US Department of Education 8/26/2013
- COM 1.3 BP 2015 Student Member, Board of Trustees (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.4 BP 2105 Election of Student Member (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.5 BP 2200 Board Duties and Responsibilities (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.6 BP 2210 Officers (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.7 BP 2340 Agendas (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.8 BP 2345 Public Participation at Board Meetings (updated version approved at the 11/6/2013 Board of Trustees meeting)
- COM 1.9 BP 2360 Minutes (updated version first reading at the 3/5/2014 Board of Trustees meeting)
- COM 1.10 BP 2365 Recording (updated version first reading at the 3/5/2014 Board of Trustees meeting)
- COM 1.11 BP 2740 Board Education and New Trustee Orientation (updated version first reading at the 3/5/2014 Board of Trustees meeting)
- COM 1.12 Revised Job Description of the Board Secretary
- DIS 2.1 BP 2430 Delegation of Authority to CEO
- DIS 2.2 AP 2430 Delegation of Authority to CEO
- DIS 2.3 BP 2905 General Counsel
- DIS 2.4 BP 6100 Delegation of Authority
- DIS 2.5 AP 6100 Delegation of Authority
- DIS 2.6 BP 6150 Designation of Authorized Signatures
- DIS 2.7 AP 6150 Designation of Authorized Signatures
- DIS 2.8 BP 6340 Bids and Contracts
- DIS 2.9 AP 6340 Bids and Contracts
- DIS 2.10 BP 6350 Contracts Relating to Construction
- DIS 2.11 AP 6350 Contracts Relating to Construction
- DIS 2.12 BP 6370 Contract for Independent Contractor or Professional Experts
- DIS 2.13 AP 6370 Contract for Independent Contractor or Professional Experts
- DIS 2.14 BP 7110 Delegation of Authority
- DIS 2.15 AP 7110 Delegation of Authority



## RESPONSE TO COLLEGE-LEVEL RECOMMENDATION

**Commission Recommendation 2:** *While some online instructors have established regular and substantive contact with their students, these strategies are not being consistently applied in the online environment.*

### **Analysis and Findings:**

The College has reviewed the practices used by online instructors in its Distance Education program to maintain regular and substantive contact with students and has developed and implemented several measures to assure that online instructors communicate regularly and substantively with students in the online environment.

The Online Advisory Board was established in 2006 to set standards for online education, developing OCC's *Distance Education Guidelines* to collect best practices for online education and ensure that online education meets state standards. The OAB has been meeting regularly since September 2013 to clarify the definition and scope of "regular and substantive contact" in OCC's online education offerings and assure that faculty members are aware of best practices that facilitate effective contact. In its meeting on Sept. 16, 2013, the OAB first addressed the need to review the College's *Distance Education Guidelines* in order to confirm that faculty have clear directives for maintaining consistent communication with students ([COM 2.01 OAB Minutes, 9/16/13](#)). In a report to the Accreditation Coordinating Committee ([COM 2.18 ACC Minutes, 9/30/13](#)), the OAB chair affirmed that these guidelines, which were updated in 2013, contain an acceptable definition of regular and effective contact, which is closely related to the concept of regular and substantive contact:

Any portion of a course conducted through distance education includes regular effective contact between instructors and students, through group or individual meetings, orientation and review sessions, supplemental seminar or study sessions, field trips, library workshops, telephone contact, correspondence, voicemail, email, or other activities. Regular effective contact is an academic and professional matter pursuant to sections of California's Education Code (55204 Chancellor's Office, California Community Colleges). ([COM 2.03 Distance Education Guidelines, see pp. 1-2](#))

In addition, these *Distance Education Guidelines* outline specific policies and modes of communication online faculty are required to use to maintain effective contact with students:

**Policy establishing expectations** of frequency and timeliness of instructor-initiated contact and instructor feedback will be posted in the syllabus and/or other course documents that are made available for students when the course officially opens each semester.

**Initiated interaction:** Instructors will regularly initiate interaction with students to determine that they are accessing and comprehending course material and that they are participating regularly in the course.

**Frequency:** DE Courses are considered the “virtual equivalent” to face to face courses. Therefore, the frequency of the contact will be at least the same as would be established in a regular, face to face course.

**Type of Contact:** Regarding the type of contact that will exist in all OCC DE courses, instructors will, at a minimum, use the following resources to initiate contact with students:

- Threaded discussion forums with student to student and instructor to student interactions.
- Weekly announcements in the Course Management System.
- Timely feedback, the syllabus and course information should clearly indicate reasonable instructor response time for key events and interactions. This includes instructor availability, including e-mail response time, degree of participation in discussions, and availability via other media (phone, in-person if applicable. (Example: If an instructor adopts a policy, that information should be clearly stated in the course.)
- Other forms of communication can include: group or individual meetings, orientation and review sessions, supplemental seminar or study sessions, field trips, library workshops, telephone contact, correspondence, voice mail, e-mail, or other activities and/or CCC Confer, video conference, pod cast, or other synchronous technologies may also be included. ([COM 2.03 Distance Education Guidelines, see p. 2](#))

However, the OAB chair and other committee members also identified a key challenge in demonstrating that the College addresses the issue raised by the recommendation: while the College is confident that a strong majority of online faculty are making regular and substantive contact with students in the online environment, this contact is not always recorded or tracked by the tools available within the Blackboard Learning Management System, which the College uses to provide online instruction. For instance, Blackboard is not able to track video conferences with students and/or emails sent to students’ regular email addresses, even those sent from within Blackboard ([COM 2.04 Blackboard Tools](#)). Additionally, to an observer in the Blackboard environment, there may not be obvious cues to differentiate between Blackboard shells used to support face-to-face instruction and those used for fully online courses.

First, in order to confront this challenge, the OAB resolved to gather additional information and then design a plan that meets the needs of students and faculty while also addressing the commission’s recommendation. The OAB initially surveyed online instructors to identify the methods commonly used to communicate with students online ([COM 2.05 Online Survey/Results](#)), using this feedback to determine potential problems

and solutions. Additionally, in October 2013, several OAB members attended the California Blackboard Users Group (CaliBUG) meeting in San Diego to review updated methods for utilizing tools in Blackboard to foster substantive, consistent communication with students online ([COM 2.06 CaliBUG Agenda](#)).

Then, informed by its initial information-gathering efforts, the OAB's second major step involved revising and updating the College's approach to training online faculty with the goal of ensuring that faculty maintain regular, substantive, and well-documented communication with students online. On Nov. 1, 2013, the first in-person training session, *Blackboard 201*, was conducted by the chair of the OAB and designed to instruct faculty on suitable methods for using Blackboard to enable regular and substantive online communication between faculty and students ([COM 2.07 Blackboard 201 PowerPoint](#); [COM 2.08 Blackboard 201 Sign-Up](#)). This training session highlighted the forms of faculty-student communication tracked by Blackboard, as well as those forms that are not tracked, in order to aid faculty in utilizing the appropriate tools and means of communication that assure proper tracking. Then, the following week, the OAB chair also presented a PowerPoint ([COM 2.09 Blackboard 201 Mini-PowerPoint](#)) at several division meetings with the objective of educating faculty on these matters ([COM 2.10 Social Science Division Minutes, 11/07/13](#); [COM 2.11 Consumer and Health Sciences Division Minutes, 11/08/13](#)). At the beginning of December 2013, an updated 90-minute online course on effective online communication was also posted and made available to all current hybrid and online faculty ([COM 2.12 Regular Effective Contact Training](#)). This course clearly explains how to apply specific tools in Blackboard to satisfy both the requirement of regular and substantive communication and the parameters outlined in OCC's *Distance Education Guidelines*. Online faculty were requested to complete the training by Jan. 31, 2014, which included an online quiz to certify successful completion of the training. As of February 5, 2014, 67 faculty had successfully completed either the face-to-face or online training ([COM 2.13 Training Completion](#)). The content of the training sessions and courses were developed by the Online Advisory Board, with input from faculty members teaching online and hybrid courses at the College. Going forward, these updated training methods will be used to instruct new and continuing online faculty.

Next, the OAB also identified additional areas where the College could reinforce these strategies for maintaining regular and substantive contact with students online. For instance, as part of the official Course Outline of Record, all online courses are required to have an online addendum defining the accepted methods for replacing faculty-student face-to-face time with online contact and identifying the means of communication that meet the commission requirement of regular and substantive contact ([COM 2.14 Online Addendum Form](#)). In fall 2013, the College began updating the addendums for all online courses, a process scheduled for completion in February 2014 ([COM 2.15 Sample of CurricUNet Addendums](#); [COM 2.16 Addendum Updates, 12/11/13](#); [COM 2.17 Addendum Updates, 2/12/14](#)).

### Online Courses with updated Means of Communication

<i>Active Courses</i>	<i>Online Courses</i>	<i>Distance Learning Addendums Updated</i>
2457	198	198

*Source: CurricUNet, February 12, 2014*

When appropriate, faculty members teaching online in the semester they are scheduled for evaluation will have their respective online courses observed and evaluated, including the amount and consistency of faculty-student contact online. These evaluations will be conducted using the guidelines and form found in the Amendment to Article VIII (Appendix L) of the faculty collective bargaining agreement ([COM 2.02 CFE Agreement, pp. 124-125](#)).

Through the efforts of the Accreditation Coordinating Committee and Online Advisory Board, the College has developed and implemented an effective, widely disseminated plan to assist faculty in maintaining substantive contact with students in the online environment, updating the various means by which faculty are trained to communicate and track their contact with students. This revised training program has already been put into effect, through a variety of in-person and online presentations, workshops, and training videos. The impact of the training will be monitored through class observations performed as part of the existing faculty evaluation process. Moreover, relevant participatory governance bodies on campus have been informed of the College's progress in re-examining and revising its approach to ensuring the maintenance of effective contact between online faculty and students. Ultimately, the College has improved its overall effort to support and track these modes of faculty-student communication in its Distance Education program, developing and sharing best practices, and reaffirming its larger commitment to quality online education.

Finally, as part of the College's participatory governance model, these efforts have been reported to and discussed with campus constituencies as they have been developed. The Dean of Visual and Performing Arts and the chair of the OAB have regularly attended Accreditation Coordinating Committee meetings, reporting on the OAB's progress, including updates on Blackboard, faculty training, and other accreditation-related issues ([COM 2.19 ACC Minutes, 08/26/13](#); [COM 2.18 ACC Minutes 09/30/13](#); [COM 2.20 ACC Minutes 11/18/13](#)). In addition, the OAB chair has reported to the Academic Senate ([COM 2.21 Academic Senate Minutes, 09/24/13](#); [COM 2.22 Academic Senate Minutes 11/19/13](#)), the Academic Standards Committee ([COM 2.23 Academic Standards Committee Minutes, 09/26/13](#)), and the Technology Committee ([COM 2.24 Technology Committee Minutes, 10/25/13](#)). All proposed plans and actions taken to address the recommendation have also been presented to the Board of Trustees Accreditation Committee ([COM 2.25 Board of Trustees Accreditation Committee Agenda, 11/12/13](#)).

## **Conclusion:**

The College has fully addressed the commission's recommendation that instructors consistently make regular and substantive contact with students in online courses.

## **Evidence**

COM 2.01	OAB Minutes, 9/16/13
COM 2.02	CFE Agreement, pp. 124-125
COM 2.03	<i>Distance Education Guidelines, January 2013</i>
COM 2.04	Blackboard Tools
COM 2.05	Online Survey/Results
COM 2.06	CaliBUG Agenda
COM 2.07	Blackboard 201 PowerPoint Agenda
COM 2.08	Blackboard 201 Sign-Up
COM 2.09	Blackboard Mini PowerPoint
COM 2.10	Social Science Division Minutes, 11/7/13
COM 2.11	Consumer Health Sciences Division Minutes, 11/8/13
COM 2.12	<i>Regular Effective Contact Training: Syllabus and Materials</i>
COM 2.13	Training Completion
COM 2.14	Online Addendum Form
COM 2.15	Samples of CurricuNet Addendums
COM 2.16	Addendum Updates, 12/11/13
COM 2.17	Addendum Updates, 2/12/14
COM 2.18	ACC Minutes, 9/30/13
COM 2.19	ACC Minutes, 8/26/13
COM 2.20	ACC Minutes, 11/18/13
COM 2.21	Academic Senate Minutes, 9/24/13
COM 2.22	Academic Senate Minutes, 11/19/13
COM 2.23	Academic Standards Committee Minutes, 09/26/13
COM 2.24	Technology Committee Minutes, 10/25/13
COM 2.25	Board of Trustees Accreditation Committee Agenda, 11/12/13
COM 2.26	Board of Trustees Agenda, 2/5/14
COM 2.27	Board of Trustees Agenda, 2/19/14
COM 2.28	Academic Standards Committee Report, 10/1/13



## **EVIDENCE**

### **District-Level**

- DIS 1 District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda Meeting 9/27/2013
- DIS 2 District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda 10/11/2013
- DIS 3 District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda 11/4/2013
- DIS 4 District-wide Workgroup for Responding to ACCJC 2013 Recommendations Meeting Agenda 12/2/2013
- DIS 5 ACCJC 2013 District Recommendations Assignments Timeline Evidence 10/11/2013
- DIS 6 Board of Trustees Special Meeting Agenda, Attachments and Minutes 10/30/2013
  
- DIS 1.1 Joint Letter from District and CFE signed 11/13/2013
- DIS 1.2 Form CFE Agreement Appendix B page 94
- DIS 1.3 Forms Faculty/Counselor Evaluation CFE Agreement Appendix B pages 88-91
- DIS 1.4 CCA Part-time Evaluation Form
- DIS 1.5 Full- and Part-time Faculty Evaluation Instructions VC HR 10/31/2013 and 11/1/2013
- DIS 1.6 Joint Letter from District and CFE signed 11/19/2013
- DIS 1.7 CDMA Manager Evaluation letter 10/28/2013
- DIS 1.8 Classified Employee Email between CFCE and VC HR 11/23/2013
- DIS 2.1 BP 2430 Delegation of Authority to CEO – revision
- DIS 2.2 AP 2430 Delegation of Authority to CEO – new
- DIS 2.3 BP 2905 General Counsel - revision
- DIS 2.4 BP 6100 Delegation of Authority – revision
- DIS 2.5 AP 6100 Delegation of Authority – new
- DIS 2.6 BP 6150 Designation of Authorized Signatures – revision
- DIS 2.7 AP 6150 Designation of Authorized Signatures – new
- DIS 2.8 BP 6340 Bids and Contracts – revision
- DIS 2.9 AP 6340 Bids and Contracts – new
- DIS 2.10 BP 6350 Contracts Relating to Construction – new
- DIS 2.11 AP 6350 Contracts Relating to Construction – new
- DIS 2.12 BP 6370 Contracts for Independent Contractor/Professional Experts – new
- DIS 2.13 AP 6370 Contracts for Independent Contractor/Professional Experts – new
- DIS 2.14 BP 7110 Delegation of Authority – new
- DIS 2.15 AP 7110 Delegation of Authority– new
- DIS 2.16 DCC Agenda items related to board policies and administrative procedures 9/30/2013
- DIS 2.17 DCC Agenda items related to board policies and administrative procedures 10/28/2013

- DIS 2.18 Agenda and minutes Board Meeting 11/6/2013
- DIS 2.19 Agenda and minutes Board Meeting 11/20/2013
- DIS 2.20 Agenda and minutes Board Meeting 12/2/2013
- DIS 2.21 BP 2200 Board Duties and Responsibilities
- DIS 2.22 BP 2320 Special and Emergency Meetings
- DIS 2.23 Memorandum to District Managers Support Staff Regarding Delegation Authority Contracts Submission Review 1/23/2014
- DIS 2.24 Contract Submission and Review Procedures 1/22/2014
- DIS 2.25 Agenda and minutes Board Meeting 2/5/2014
- DIS 3.1 Board of Trustees Accreditation Committee Meeting Minutes 2/7/2012
- DIS 3.2 Board of Trustees Accreditation Committee Meeting Minutes 4/17/2012
- DIS 3.3 Board of Trustees Accreditation Committee Meeting Minutes 6/27/2012
- DIS 3.4 Board of Trustees Meeting Minutes 8/1/2012
- DIS 3.5 Board of Trustees Meeting Minutes 8/15/2012
- DIS 3.6 Board of Trustees Accreditation Committee Meeting Minutes 9/20/2012
- DIS 3.7 Board of Trustees Accreditation Committee Meeting Minutes 7/30/2013
- DIS 3.8 Board of Trustees Study Session Minutes 8/7/2013
- DIS 3.9 Board of Trustees Meeting Minutes 8/21/2013
- DIS 3.10 Board of Trustees Meeting Agenda 10/16/2013
- DIS 3.11 Board of Trustees Self Evaluation
- DIS 3.12 Survey Results of District Employees Regarding the Board of Trustees
- DIS 3.13 Survey Written Comments of District Employees
- DIS 3.14 Goals and Action Plans Adopted at the November 6, 2013 Board Meeting
- DIS 4.1 Board Policy 2410 Board Policies and Administrative Procedures
- DIS 4.2 Administrative Procedure 2410 Board Policies and Administrative Procedures
- DIS 4.3 Minutes Board of Trustees Meeting 3/21/2012
- DIS 4.4 List of board policies and administrative procedures revised or created from January 2012 to February 2013
- DIS 4.5 Minutes Board of Trustees Meeting 8/1/2012
- DIS 4.6 Minutes Board of Trustees Meeting 9/19/2012
- DIS 4.7 Minutes Board of Trustees Meeting 6/19/2013
- DIS 4.8 Minutes Board of Trustees Meeting 8/21/2013
- DIS 4.9 Board of Trustees Accreditation Committee Agenda and Minutes 7/30/2013
- DIS 4.10 DCC Agenda Items related to BPs and APs 9/9/2013
- DIS 4.11 DCC Agenda Items related to BPs and APs 9/30/2013
- DIS 4.12 DCC Agenda Items related to BPs and APs 10/21/2013
- DIS 4.13 DCC Agenda Items related to BPs and APs 10/28/2013
- DIS 4.14 DCC Agenda Items related to BPs and APs 11/18/2013
- DIS 4.15 DCC Agenda Items related to BPs and APs 12/2/2013
- DIS 4.16 DCC Agenda Items related to BPs and APs 1/13/2014
- DIS 4.17 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 10/16/2013
- DIS 4.18 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 11/6/2013

- DIS 4.19 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 11/20/2013
- DIS 4.20 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 12/2/2013
- DIS 4.21 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 12/11/2013
- DIS 4.22 Board of Trustees Meeting Agenda Items and Minutes related to BPs and APs 1/15/2014
- DIS 4.23 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 6
- DIS 4.24 Status and Revision Schedule of Board Policies and Administrative Procedures Chapters 1 to 7

**College-Level**

- COM 2.01 OAB Minutes, 9/16/13
- COM 2.02 CFE Agreement, pp. 124-125
- COM 2.03 *Distance Education Guidelines, January 2013*
- COM 2.04 Blackboard Tools
- COM 2.05 Online Survey/Results
- COM 2.06 CaliBUG Agenda
- COM 2.07 Blackboard 201 PowerPoint Agenda
- COM 2.08 Blackboard 201 Sign-Up
- COM 2.09 Blackboard Mini PowerPoint
- COM 2.10 Social Science Division Minutes, 11/7/13
- COM 2.11 Consumer Health Sciences Division Minutes, 11/8/13
- COM 2.12 *Regular Effective Contact Training: Syllabus and Materials*
- COM 2.13 Training Completion
- COM 2.14 Online Addendum Form
- COM 2.15 Sample of CurricuNet Addendums
- COM 2.16 Addendum Updates, 12/11/13
- COM 2.17 Addendum Updates, 2/12/14
- COM 2.18 ACC Minutes, 9/30/13
- COM 2.19 ACC Minutes, 8/26/13
- COM 2.20 ACC Minutes, 11/18/13
- COM 2.21 Academic Senate Minutes, 9/24/13
- COM 2.22 Academic Senate Minutes, 11/19/13
- COM 2.23 Academic Standards Committee Minutes, 09/26/13
- COM 2.24 Technology Committee Minutes, 10/25/13
- COM 2.25 Board of Trustees Accreditation Committee Agenda, 11/12/13
- COM 2.26 Board of Trustees Agenda, 2/5/14
- COM 2.27 Board of Trustees Agenda, 2/19/14
- COM 2.28 Academic Standards Committee Report, 10/1/13



# ORANGE COAST COLLEGE

2701 Fairview Road P.O. Box 5005 • Costa Mesa, California 92628-5005

Dennis Harkins, Ph.D., President

## **COAST COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES**

David A. Grant, Mary L. Hornbuckle, Jim Moreno, Jerry Patterson,  
Lorraine Prinsky, Ph.D., Student Trustee

Andrew Jones, Ed.D., Chancellor