Accreditation Work Group Progress Form

Prepared: October 1, 2012

Recommendation number and topic:
6 – Human Resources Components Evaluation

Full recommendation text:
To fully meet Standard III.A Human Resources, the team recommends that the evaluation of faculty and others directly responsible for student progress toward achieving stated student learning outcomes include a component that assesses the effectiveness in bringing about those learning outcomes (III.A.1.c).

Related standards:
- III.A.1.c – Evaluate results of Assessment identify gaps

Work group members:
- Clara Starr, Tom Boegel, Vennette Cook, Elisa Daniels, Bob Davis, Steven Hale, Mia Rusali, Janey Skinner

Provide the dates and times of all meetings held to date. For each meeting, please briefly describe the primary focus of the discussion that took place (1-2 sentences per meeting).

July 18, 2012, 1:00 p.m.
Initial meeting – Introductions, reviewed the provided accreditation response matrix, decided on starter activities.

July 27, 2012, 10:00 a.m.
Reviewed/discussed SLO materials and information provided by team members, decided what findings were applicable to incorporate in the Accreditation Response Matrix due August 3rd.

August 8, 2012, 3:00 p.m.
Meeting did not take place formally due to unforeseen schedule conflicts with Steering Committees. Team members who reported for the meeting identified available next meeting dates.

August 21, 2012, 2-4:00 p.m.
Confirmed that AFT negotiations commenced on revised evaluation provisions. Reviewed and edited Faculty Handbook and Job Announcement to include SLO language (draft attached).
September 18, 2012, 2:30 p.m.

Confirmed that AFT resolution to include SLO language in Faculty Evaluation document would be presented to Board of Trustees on Tuesday, September 25. Confirmed that SEIU agreed to proposed SLO language for Classified Staff Evaluation document. Discussed DCC expectation to resolve having SLO language included in Evaluation by the end of Fall 2012. No update provided for Administrator evaluation.

Describe your plans for addressing the recommendation. Include a brief paragraph describing each activity included on your timeline along with key dates for accomplishing those activities.

The plans for addressing the recommendation is to continue regular and ongoing discussions/communications (with AFT, Administrators Association, Department Chairpersons Council, SEIU), and simultaneously provide draft document recommendations for related components such as the faculty handbook, job announcement and evaluation documents to ensure that the SLO component is included in the evaluation process by October 2012. After agreement is reached, the above mentioned documents and reference documents must be updated with final language. The next phase of work will include re-engineering the professional development components including new hire orientation and flex days.

Summarize your progress to date on carrying out the activities described above where applicable. If you have completed any of these activities, please note the date on which it was completed and append the evidence or any products relating to the activity.

Negotiations with AFT have commenced. It is the expectation of the team that progress will be made with AFT negotiations between now and the end of September.

*Update – 9/11/12: Modified evaluation document targeted for early Fall 2012 for implementation in Spring 2013*

*Update – 9/27/12: Board of Trustees adopted the Amendment to the Collective Bargaining Agreement to modify the Evaluation provisions*

*Added: The Administrators Association Co-Chair and Dean Clara Starr discussed including an evaluation objective that assesses effectiveness in promoting the achievement of Student Learning Outcomes in the area(s) supervised.*

In addition the team has confirmed that the District and the DCC have agreed to reopen the evaluation provision of the DCC contract to negotiate on the subject of SLOs in the evaluation of department chairpersons.

*Update – 9/11/12: SLO Responsibilities of Dean and Department Chairs, draft document prepared in consultation with DCC*

*Update – No formal meeting has taken place yet. It is expected that meetings will take place in October 2012.*
To Date – Faculty SLO Flex Event taking place Wednesday, September 12, 2012 (schedule of events attached); SEIU Meeting to discuss including SLOs in Classified evaluations scheduled Thursday, September 13, 2012 (proposed document change attached)

Update – Meeting held with SEIU and agreement reached on proposed SLO language for Classified Staff Evaluation

List any challenges you have encountered or anticipate facing with respect to addressing the recommendation.

The challenges encountered to date include scheduling conflicts and multiple team responsibilities for some members.
15. Leadership / Supervision

Effectively assigns and delegates work in a manner that promotes productive and quality work; motivates others to realize their potential; oversees systems/operations effectively.

Not Applicable:

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<td>Demonstrates excellent supervisory skills in directing and assigning work; is fair, consistent, and responsible; perceived as a leader by work group.</td>
<td>Performs effectively as a leader. Plans, sets objectives and assigns responsibility.</td>
<td>Meets the requirements of the job.</td>
<td>Reluctant to assign responsibility and delegated authority. Does not want to confront conflict.</td>
<td>Performs poorly in directing and assigning work. Not perceived as a leader in the work group.</td>
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Remarks

16. Other Performance Indicators (Separately list all those that apply.)

Other performance indicators are defined as areas unique to the position, such as Student Learning Outcomes (SLOs) which continually assess the learning process, and strategies as necessary Performance Indicator evaluated: to retain student interest, stimulate independent thinking, and encourage students to be analytical.

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<td>Highly skilled in job function.</td>
<td>Good working knowledge of job function.</td>
<td>Meets the requirements of the job.</td>
<td>Lacks knowledge in some important areas of the job.</td>
<td>Unable to perform critical functions of the job.</td>
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Remarks
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<tr>
<th>Event Description</th>
<th>Date</th>
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<tr>
<td>SLO Workshops for Student Services Administrators: Status report on SLOs for each area</td>
<td>September 5, 2012 and September 13, 2012</td>
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<td>Standard template/matrix for recording SLOs developed</td>
<td>September 6, 2012</td>
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<tr>
<td>Second series of three FLEX Day workshops – Speaking with one Voice focused on SLO development and program review</td>
<td>September 12, 2012</td>
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<td>SLO manual for Student Support Services developed</td>
<td>September 15, 2012</td>
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<td>SLO Master Calendar developed</td>
<td>September 17, 2012</td>
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<td>Central repository for all Student Services SLOs available online</td>
<td>September 30, 2012</td>
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**Recommendation 6, Human Resources Components of Evaluation**

To fully meet Standard III.A Human Resources, the team recommends that the evaluation of faculty and others directly responsible for student progress toward achieving stated student learning outcomes include a component that assesses the effectiveness in bringing about those learning outcomes (III.A.1.c).

Throughout the course of four meetings beginning in July 2012, the workgroup responsible for Recommendation 6 (Human Resources Components of Evaluation) has focused on the following: (1) drafting language for inclusion in job announcements, performance evaluations, and handbooks for all personnel responsible for student progress toward achieving stated SLOs and (2) initiating conversations and negotiations with employee bargaining units to reach agreement on the inclusion of SLO language in job announcements, performance evaluation instruments, and handbooks. To date, SLO language has been drafted for the following, in consultation with the appropriate bargaining units:

- faculty job announcements
- Faculty Handbook
- classified staff evaluation

Faculty negotiations should be complete by the end of September for the inclusion of SLO language in faculty evaluations.

> <NOTE: what can we say about the status of administrator evaluations/documents?>

The workgroup has also begun re-engineering professional development to incorporate SLOs as a topic whenever possible. The first effort in this regard was the provision of a FLEX Day dedicated to SLOs on September 12, 2012.

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29 See draft faculty job announcements, draft Faculty Handbook, and draft classified staff evaluation.
Recommendation 6 Outcomes and Timeline:

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<th>Outcome</th>
<th>Date Completed/To Be Completed</th>
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<tr>
<td>AFT, SEIU, Department Chair Council, and Administrators Association approve inclusion of SLO evaluation components in performance evaluation instruments</td>
<td>By end of September 2012</td>
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<tr>
<td>All applicable performance evaluation instruments for faculty, department chairs, classified staff, and administrators with direct responsibility for student progress toward achieving the stated SLOs contain SLO components</td>
<td>Early Fall 2012 Spring</td>
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<tr>
<td>Performance evaluation instruments containing SLO components implemented</td>
<td>Spring 2013</td>
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<tr>
<td>Faculty and Administrator Handbooks contain language regarding the inclusion of SLOs in performance evaluation instruments</td>
<td>&lt;DATE&gt;</td>
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<tr>
<td>Relevant job announcements contain language regarding SLOs</td>
<td>Ongoing</td>
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<tr>
<td>Professional development activities, including new hire orientations and FLEX days, incorporate SLOs</td>
<td>Initial FLEX activity took place on September 12, 2012; professional development activities will be ongoing</td>
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Recommendation 7, Human Resources

To fully meet Standard III.A Human Resources, the team recommends that the college assess the adequacy of its current number of qualified classified staff and administrators and their appropriate preparation and experience necessary to support the institution’s mission and purpose. The college must ensure that human resource planning is fully integrated with the institutional program review, planning and budgeting processes and linked to the annual allocations of funding to maintain and improve institutional effectiveness.

The workgroup responsible for Recommendation 7 (Human Resources) has been at the core of efforts to propose options for more effective and efficient reporting lines and structures by using models of best practice to inform discussions. Discussions have included exploring the optimal number of direct reports to Vice Chancellors as well as how to maximize the number of hands-on administrators while not increasing the number of personnel. Most likely this will occur by decreasing the number of department chairs and increasing the number of deans resulting in greater effectiveness, efficiency, and cost-savings. The workgroup’s analysis has taken into consideration the level of administrative and staff support for centers and sites beyond the Ocean campus. This workgroup has also been investigating the policies, procedures, and practices associated with reassignments (interim appointments, transfers, additional duty assignments), training and professional development, and evaluation for both administrators and classified staff.