

2008 ACCREDITATION SELF-STUDY RECOMMENDATIONS:

STANDARD ONE: MISSION AND INSTITUTIONAL EFFECTIVENESS

I.A. Mission	Status/Evidence
Communicate to the campus community the central role of the mission statement in planning, decision- making and in linking plans to resource allocation. (I.A.4.)	<p>Completed Revised mission statement adopted by Governing Board September 23, 2008. Mission statement is included in CIMP, Institutional Planning & Budget Development Handbook. Mission statement, vision statement and strategic goals re-affirmed by Governing Board October 13, 2009 and September 14, 2010. Mission statement and vision statement revised and strategic goals reaffirmed September 13, 2011. Strategic goals, vision statement and value statement revised and mission statement reaffirmed August 14, 2012. Strategic Plan with mission statement highlighted during "Accreditation Jeopardy" activity during Convocation September 4, 2012. Strategic goals, vision statement, value statement and mission statement reaffirmed August 13, 2013. Mission statement along with strategic goals included in every Governing Board, Cabinet, Consultation Council, Academic Senate, and Curriculum/Academic Standards Committee agenda. Mission statement and strategic goals also found in Faculty and Institutional Planning and Budget Development Handbooks. Mission statement displayed in prominent locations throughout campus.</p>
I.B. Improving Institutional Effectiveness	Status/Evidence
1. Implement the adopted institutional planning structure to link student learning outcomes, program review, institutional planning and budget allocation. At the end of the first cycle evaluate and modify as necessary to improve institutional effectiveness. (I.B.1., I.B.4., I.B.6., II.C.2. & III.C.1.d.)	<p>Completed Institutional Planning & Budget Development Handbook adopted November 2007. 2008-2009 CIMP including recommendations from program review adopted May 13, 2008 by Governing Board; 2009-2014 CIMP adopted by Consultation Council May 7, 2009 and reviewed by Governing Board June 9, 2009; 2010-2015 CIMP adopted by Consultation Council April 29, 2010 and reviewed by Governing Board June 8, 2010; 2011-2016 CIMP adopted by Consultation Council May 24, 2011 and reviewed by Governing Board June 14, 2011; 2012-2017 CIMP adopted by Consultation Council May 17, 2012 and reviewed by Governing Board June 12, 2012; 2013-2018 CIMP adopted by Consultation Council April 29, 2013 and reviewed by Governing Board June 11, 2013. Revised NIPR Handbook linking SLO assessment and program review accepted by President's Cabinet September 29, 2009; Revised IPR Handbook linking SLO assessment and program review accepted by Academic Senate October 1, 2009. Implementation of Process: Strategic goals and program recommendations in master plans utilized in budget allocation during 2008-09, 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014 annual budget development cycles. Evaluation: Institutional planning and budget development process evaluated May 2008, May 2009, May 2010 May 2011, May 2012, and May 2013.</p>

	<p>Modification of Process: Updated Institutional Planning & Budget Development Handbook adopted August 2008, September 2009, September 2010, September 2011, September 2012, and August 2013. Process utilized in the 2009-10 annual budget development cycle. Process utilized in the 2010-11 annual budget development cycle. Process utilized in the 2011-12 annual budget development cycle. Process utilized in the 2012-2013 annual budget development cycle. Process utilized in the 2013-2014 annual budget development cycle. Process utilized to initiate 2014-2015 annual budget development cycle. Revised instructional program review timeline tied to planning cycle adopted by Academic Senate May 11, 2009. Revised instructional program review process better linking program review and integrated planning/budget allocation adopted by Academic Senate August 30, 2012. Revised non-instructional program review timeline tied to planning cycle and process incorporating student learning outcome assessment adopted by President's Cabinet October 6, 2009. NIPR Handbook revised and adopted June 1, 2010. NIPR Handbook updated November 23, 2010. NIPR Handbook revised and adopted August 14, 2012.</p>
<p>2. Complete the development of goals and objectives within each of the institutional master plans tied to the strategic goals, evaluate the degree to which the goals have been met and articulate that progress to the campus community. (I.B.2. & I.B.3.)</p>	<p>Completed Strategic Goals adopted by Governing Board August 12, 2008, last revised August 14, 2012. Updated institutional master plans with objectives and strategies tied to the strategic goals scheduled for adoption June 9, 2009. Implementation and evaluation spreadsheet to measure progress on objectives and strategies adopted by Consultation Council - January 29, 2009. First year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 21, 2009 and reviewed by the Governing Board June 9, 2009. Performance Indicators to measure progress towards adopted strategic goals discussed by Governing Board July 25, 2009. Key Performance Indicators with proposed initial targets discussed by Consultation Council September 24, 2009 and the Governing Board October 13, 2009. Initial baseline data presented November 5, 2009. Updated institutional master plans with objectives and strategies tied to the strategic goals adopted by Consultation Council April 29, 2010. Updated institutional master plans with objectives and strategies tied to the strategic goals adopted by Consultation Council May 24, 2011. Updated institutional master plans with objectives and strategies tied to the strategic goals adopted by Consultation Council May 17, 2012. Second year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 27, 2010 and reviewed by the Governing Board June 8, 2010. Third year status report on progress on short-term objectives and strategies reviewed and accepted by Consultation Council May 24, 2011 and reviewed by the Governing Board June 14, 2011. Fourth year status report on progress on short-term objectives and strategies accepted by Consultation Council May 17, 2012 and reviewed by the Governing Board June 12, 2012.</p>

	<p>Fifth year status report on progress on short-term objectives and strategies accepted by Consultation Council May 20, 2013 and reviewed by the Governing Board June 11, 2013.</p>
<p>3. Utilize the Annual Fact Book as the mechanism to document assessment results and communicate results to all constituencies utilizing the adopted shared governance structure. (I.B.5.)</p>	<p>Completed Shared governance structure reviewed and updated September 23, 2008, September 3, 2009 and August 26, 2010. Regular review of enrollment data and other facts during President's Cabinet to measure effectiveness. Data driven reporting and revision of data regularly reviewed in President's Cabinet and Academic Planning Committee Instructional Program Review Data Reports on Report Server; updated Fact Book published by IR in March 2010. Key Performance Indicators (KPIs) report to assess Strategic Goal progress presented to Governing Board in December 2009 and updated at Governing Board retreat in Summer 2010. 2010-2011 Annual Fact Book provided to the Governing Board at their Planning Retreat July 26, 2011. 2011-2012 Annual Fact Book provided to the Governing Board at their Planning Retreat July 24, 2012. 2012-2013 Annual Fact Book provided to the Governing Board at their Planning Retreat July 23, 2013. Annual Fact Books located on the college website under Institutional Research section.</p>
<p>4. Utilize the student learning outcome assessment process, program review process and integrated planning process, specifically the Educational Master Plan, to assure currency and effectiveness a. of the instructional programs and student support services. (I.B.7) b. of the college's programs, degrees and certificates. (II.A.1.a.)</p>	<p>Completed and On-going Academic Planning Committee developed academic objectives and strategies for implementation utilizing data from SLO assessment, IPRs and the adopted CIMP Fall 2008. Educational Master Plan incorporating developed objectives adopted as part of the 2009-2014 CIMP May 7, 2009 by Consultation Council and reviewed by the Governing Board June 9, 2009. Educational Master Plan incorporating developed objectives adopted as part of the 2010-2015 CIMP April 27, 2010 by Consultation Council and reviewed by the Governing Board June 8, 2010. Educational Master Plan incorporating developed objectives adopted as part of the 2011-2016 CIMP May 24, 2011 by Consultation Council and reviewed by the Governing Board June 14, 2011. Educational Master Plan incorporating developed objectives adopted as part of the 2012-2017 CIMP May 17, 2012 by Consultation Council and reviewed by the Governing Board June 12, 2012. Educational Master Plan incorporating developed objectives adopted as part of the 2013-2018 CIMP April 29, 2013 by Consultation Council and reviewed by the Governing Board June 11, 2013.</p>

STANDARD TWO: STUDENT LEARNING PROGRAMS AND SERVICES	
II.A. Instructional Programs	Status/Evidence
<p>1. Utilize the student learning outcome assessment process, instructional program review process and integrated planning process, specifically the Educational Master Plan, to assure currency and effectiveness of the college's programs, degrees and certificates. (II.A.1.a, II.A.2.e. & II.A.2.f.)</p>	<p>Completed and On-going Academic Planning Committee developed academic objectives and strategies for implementation utilizing data from SLO assessment, IPRs and the adopted CIMP Fall 2008. Educational Master Plan incorporating developed objectives adopted as part of the 2009-2014 CIMP May 7, 2009 by Consultation Council and reviewed by the Governing Board June 9, 2009. Academic Senate adopted revised Instructional Program Review Handbook including incorporation of student learning outcome assessment into the review process October 1, 2009. Educational Master Plan incorporating developed objectives adopted as part of the 2010-2015 CIMP April 27, 2010 by Consultation Council and reviewed by the Governing Board June 8, 2010. Natural Science/Mathematics IPR -2010 including discussion of SLO Assessment results accepted by Consultation Council May 27, 2010. Administration of Justice/Correctional Science IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Business IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Recommendations from Natural Science/Mathematics, AJ/CORS, and Business IPRs forwarded to planning committees October 26, 2010. Child Development, Physical Education, Vocational Nursing IPRs accepted by Consultation Council December 2, 2010. Agriculture, IPR and Distance Education NIPR accepted by Consultation Council December 16, 2010. Work Experience IRP accepted by Consultation Council August 26, 2011. Fire Technology IPR accepted by Consultation Council October 20, 2011. Vocational Nursing IPR accepted by Consultation Council December 8, 2011. Welding Technology IPR accepted by Consultation Council December 22, 2011. Recommendations from Natural Science/Mathematics, AJ/CORS, Agriculture, Business, Child Development, Physical Education, and Vocational Nursing IPRs forwarded to planning committees January 22, 2011. Child Development IPR accepted by Consultation Council April 26, 2012. Educational Master Plan incorporating developed objectives adopted as part of the 2011-2016 CIMP May 24, 2010 by Consultation Council and reviewed by the Governing Board June 14, 2011. Educational Master Plan incorporating developed objectives adopted as part of the 2012-2017 CIMP May 17, 2012 by Consultation Council and reviewed by the Governing Board June 12, 2012. Assessment linkage of course-level, degree & certificate level and institutional level student learning outcomes in online format for ease of reporting initiated Fall 2012. Educational Master Plan incorporating developed objectives adopted as part of the 2013-2018 CIMP April 29, 2013 by Consultation Council and reviewed by the Governing Board June 11, 2013.</p>

<p>2. Evaluate the effectiveness of distance education (online and correspondence delivery methods) to ensure meeting student instructional needs. (II.A.1.b.)</p>	<p>Completed Evaluation of correspondence packets for Fall 2008 completed. CIMP - Objectives 2.12 (3.3). Revised Correspondence Handbook for Instructors developed Fall 2009. Form for student evaluation of faculty delivering instruction through correspondence included in Faculty Contract adopted by the Governing Board February 9, 2010. Distance Education NIPR adopted by President's Cabinet December 7, 2010 and accepted by Consultation Council December 16, 2010. Analysis of student retention and success by instructional modality included in NIPR. Data on student retention and success by instructional modality available on Report Server. 2010-2011 Snapshot Correspondence Study including data on online delivery completed June 2012. Effective Spring 2013 all faculty evaluations included an evaluation of each modality in which they were teaching.</p>
<p>3. Provide at least one “smart” classroom in each instructional building within the next several years. (II.A.1.b.)</p>	<p>Completed Instructional needs for technology and facilities considered as part of the integrated planning and budget development process, reflected in the 2011-2016 Comprehensive Institutional Master Plan, 2012-2017 Comprehensive Institutional Master Plan, 2013-2018 Comprehensive Institutional Master Plan .</p> <p>Eight "ENO"Whiteboard interactive classrooms (HU 107, 206; MS 121, 122, 125) equipped Fall 2011 including one computer laboratory (MS-125). Thirteen "ENO"Whiteboard interactive classrooms (HU 106, 204; CA 113,123A, 202, 204, 207, 209G; MS 112, 116, 123, 128; Trades 103B, 104D) equipped Fall 2012. Three off-site classrooms (Public Safety Training Center) equipped Fall 2013.</p>
<p>4. Utilize course assessment results, to integrate course student learning outcomes assessment into program and institutional student learning assessment and use the results of that assessment to make needed modifications to improve student progress and accomplishment of those outcomes and communicate the results college-wide. (II.A.1.c. II.A.2.a. & II.A.2.b.)</p>	<p>Completed and On-going Instructional faculty aligning course level student learning outcome assessment with program and institutional student learning outcome assessment beginning Fall 2008. Assessment of program and course level student learning outcomes included within Natural Science/Mathematics IPR accepted May 27, 2010. Administration of Justice/Correctional Science IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Business IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Recommendations from Natural Science/Mathematics, AJ/CORS, Business IPRs and Food Services NIPR forwarded to planning committees October 26, 2010. Child Development, Physical Education, Vocational Nursing IPRs accepted by Consultation Council December 2, 2010. Agriculture, IPR and Distance Education NIPR accepted by Consultation Council December 16, 2010. Recommendations from Natural Science/Mathematics, AJ/CORS, Agriculture, Business, Child Development, Physical Education, and Vocational Nursing IPRs and Distance Education NIPR forwarded to planning committees January 22, 2011. Recommendations from 2011-Work Experience IPRs and 2010- Marketing/Public Outreach, 2010- Community Service, 2010- Human Resources,</p>

	<p>2011-Child Development Center NIPRs forwarded to planning committees August 2011. Recommendations from 2011- Information Technology, 2011-Contract Education NIPRs accepted by Consultation Council forwarded to planning committees October 14, 2011. Recommendations from Natural Science/Mathematics, AJ/CORS, Agriculture, Business, Child Development, Physical Education, and Vocational Nursing IPRs forwarded to planning committees January 22, 2011. Assessment linkage of course-level, degree & certificate level and institutional level student learning outcomes in online format for ease of reporting initiated Fall 2012. WEAVE assessment results available to everyone on campus Fall 2012. Linked assessment continues to evolve.</p>
<p>5. Implement and modify as appropriate the three-year scheduling plan and two-year advising plans for all programs to improve sequencing and time to completion for students. (II.A.2.c.)</p>	<p>Completed and On-going Annual update during fall of each year to reflect Curriculum/Academic Standards Committee actions of the previous year Three-year scheduling plan and two-year advising plans updated Fall 2008, Fall 2009, Fall 2010 Fall 2011, Fall 2012 and Fall 2013. One-year class schedule initiated Summer 2012. Two-year advising plans found on the college website and in the Counseling Office.</p>
<p>6. Provide faculty and staff development training in delivery modes, learning styles and diversity, revitalize the interactive television/teleconference classroom, and expand online offerings. (II.A.2.d.)</p>	<p>Completed and On-going Additional online courses included in Spring 2009, Fall 2009, Spring 2010 and Fall 2010 class schedules. Academic Senate initiated Faculty Roundtables Fall 2008 (topics Correspondence and Online Instruction). Faculty training on classroom technology (SMART boards) provided on October 10, 2011. Professional Development identified as an institutional priority for the 2012-2013 academic year. Initial training provided during flex day August 16 & 17, 2012. "Training Fridays" initiated Fall 2012. Expanded professional development provided 2012-2013; Seven faculty participate in "On Course National Conference" in April 2013. Twenty-two individuals participated in the on-campus " On Course" Training provided April 30, 2013.</p>
<p>7. Analyze the effectiveness of the Mathematics departmental course final examination(s) in measuring student learning and implement any appropriate changes. (II.A.2.g.)</p>	<p>Completed The mathematics instructors analyzed the departmental final examination for Elementary Algebra (only course with a departmental final) and determined that the final was not sufficient for the rigor of the course. The departmental final has been discontinued pending the rewrite.</p>
<p>8. Utilize course assessment results, to develop and implement assessment plans for the assessment of a. degree and certificate student learning outcomes. (II.A.2.h. & II.A.2.i.)</p>	<p>Completed and On-going Instructional faculty aligning course level student learning outcome assessment with program and institutional student learning outcome assessment beginning Fall 2008. General education student learning outcomes assessed for appropriate general education courses (ES 1, PLC 1, etc.). Topic of general education SLOs revisited by Curriculum/Academic Standards Committee Spring 2009.</p>

<p>b. student learning outcomes for institutional general education student learning outcomes. (II.A.3.a, b, & c.)</p>	<p>Assessment of program and course level student learning outcomes included within Natural Science/Mathematics IPR accepted May 2010. Administration of Justice/Correctional Science IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Business IPR - 2010 including discussion of SLO Assessment results accepted by Consultation Council October 21, 2010. Child Development, Physical Education, Vocational Nursing IPRs accepted by Consultation Council December 2, 2010. Agriculture, IPR and Distance Education NIPR accepted by Consultation Council December 16, 2010. Recommendations from Natural Science/Mathematics, AJ/CORS, Agriculture, Business, Child Development, Physical Education, and Vocational Nursing IPRs forwarded to planning committees January 22, 2011. Revised General Education Student Learning Outcomes adopted by Curriculum/Academic Standards Committee May 22, 2012. WEAVE, an online application linking various levels of student learning outcome assessment with institutional planning, piloted Fall 2012. Course level student learning outcomes linked to general education, degree, certificate and institutional student learning outcomes. Linkages reviewed and affirmed for all courses September 3, 2013.</p>
<p>9. Clarify the specific areas of concentration within the Liberal Arts; General Education and IGETC University Studies associate degrees in order to meet the changes in Title 5 requirements. (II.A.4.)</p>	<p>Completed Certificates of Achievement in CSU GE and IGETC approved Spring 2008. Revised associate degrees in Administration of Justice, Agriculture, Allied Health, Child Development, Humanities, Natural Science, and Social Science approved Fall 2008. Revised University Studies degree in Physical Education approved Spring 2009. AA-T in Sociology and AS-T in Administration of Justice (SB 1440) approved by the Governing Board October 11, 2011. AS-T in Early Childhood Education approved by the Governing Board November 8, 2011. AA-T in Studio Art and Art History approved by the Governing Board December 21, 2011. AS-T in Business Administration approved by the Governing Board March 13, 2012. AA-T in History and AS-T in Geology approved by the Governing Board May 8, 2012. AA-T in English approved by the Governing Board December 11, 2012. AS-T in Psychology approved by the Governing Board April 9, 2013. Revised General Education Student Learning Outcomes adopted by Curriculum/Academic Standards Committee May 22, 2012.</p>
<p>10. Complete and publish the Faculty Handbook to a. expressly state that student learning outcomes in course syllabi must be consistent with the course outline of record. (II.A.6.a.) b. clearly communicate to all faculty clear expectations concerning the distinction between academic freedom and the line between personal conviction and professionally accepted views in a discipline. (II.A.7.a.) c. clearly communicate to all faculty clear expectations concerning communication with students about consequences of plagiarism and other forms of academic dishonesty. (II.A.7.b.)</p>	<p>Completed Updated Faculty Handbook distributed June 2010, updated May 2013. SLOs on syllabi – pg. 9. Academic Freedom/Personal Conviction – pg. 12 and Appendix G. Plagiarism/Academic Dishonesty – pg. 11. Annual review and update of Faculty Handbook by the Office of Academic Services. Faculty Handbook on college website and distributed at faculty orientation.</p>

II.B. Student Support Services	Status/Evidence
<p>1. Utilize the adopted planning structure to integrate the recommendations from the Non-Instructional Program Reviews (NIPRs) into institutional planning documents in order to provide equitable student access to services on and off campus. (II.B.1. & II.B.3.a.)</p>	<p>Completed NIPR recommendations being integrated into the budget and priorities process annually. Student Services NIPRs accepted by President's Cabinet September 8, 2009 and Consultation Council. Maintenance & Operations NIPR accepted by Cabinet September 22, 2009 and Consultation Council. Revised NIPR Handbook linking SLO assessment and program review accepted by President's Cabinet September 29, 2009. Revised NIPR Handbook accepted by President's Cabinet June 1, 2010. Recommendations from 2009 NIPRs incorporated in the "Program Review Recommendations for Institutional Planning" January 2010. Recommendations from Auxiliary Services – Food Services, Marketing/Public Outreach, and Distance Education NIPRs forwarded to planning committees January 22, 2011. Recommendations from 2011-Work Experience IPRs and 2010- Marketing/Public Outreach, 2010- Community Service, 2010- Human Resources, 2011-Child Development Center NIPRs forwarded to planning committees August 2011. Recommendations from 2011- Information Technology, 2011-Contract Education NIPRs accepted by Consultation Council forwarded to planning committees October 14, 2011. Recommendations from 2010 - Business Services NIPR, 2011- Instructional Support Services - Collaboratory NIPR , and 2012 - Governance NIPR accepted by Consultation Council and forwarded to the planning committees Spring 2012. Recommendations from 2012 - Admissions & Records, 2012 - Financial Aid NIPR, 2013- EOP&S NIPR, and 2013 - Counseling NIPR accepted by Consultation Council and forwarded to the planning committees Spring 2013. Recommendation institutionalized in adopted planning and budget allocation processes.</p>
<p>2. Assess student interest in order to increase student participation in college activities. (II.B.3.b.)</p>	<p>Completed Provided enhanced ASB Student Survey in Spring 2008. Increased student activities available to all students in Spring 2008 and Fall 2008. Annual ASB Student Survey scheduled for Spring 2009. Noel-Levitz Survey conducted Spring 2012.</p>
<p>3. Develop and implement an early alert program to identify students in need of counseling, tutoring, or other student support services which will result in a successful retention program. (II.B.3.c.)</p>	<p>Initiated Provided enhanced student orientation programming, work study orientation, and student educational planning. Basic Skills committee and plan is monitoring effective strategies and basic skills needs in English, Math and Reading. Incorporated into institutional planning 2009-2014 CIMP. Ongoing strategy in 2013-2018 CIMP.</p>

<p>4. Expand and refine the Annual Fact Book through the utilization of the new computer system, Datatel, to obtain more information on student data reports and data requirements for program review. (II.B.3.c, II.B.4. & IV.B.2.b.)</p>	<p>Completed Annual Fact Book reorganized and published March 2010. Instructional Program Review Data Reports available on Report Server December 2009 and updated by term – reports for eleven terms available “QuickFacts” brochure published by IR in March 2010 FY 09/10. Established research agenda for decision support. Growing access to usage of reports on the report server. Regular review of data in President’s Cabinet. 2010-2011 Annual Fact Book presented to the Governing Board at their Planning Retreat July 26, 2011. 2011-2012 Annual Fact Book presented to the Governing Board at their Planning Retreat July 24, 2012. 2012-2013 Annual Fact Book presented to the Governing Board at their Planning Retreat July 23, 2013. Annual Fact Books located on college website. Extensive number of data reports made available on the Report Server providing ready access to data for program review.</p>
<p>5. Coordinate with the Dean of Student Services, EOPS, and ASB staff to support and coordinate more student activities that support cultural diversity on campus. (II.B.3.d.)</p>	<p>Completed Increased outreach to Native American and Latino communities in 2008-09. Cinco de Mayo On Campus celebration annualized beginning Spring 2008. Expanded role of Student Ambassadors in planning cultural diversity activities in 2009-10. ASB in 2009-10, revived student interest in having a Hispanic Club now called LUZ. This club has sponsored several events celebrating Mexican Independence day in the Fall of 2010 as well as assisting in the planning for Cinco De Mayo in Spring 2010 and is again working with EOPS and Student Services for planning activities in May of 2011. This club is working with the Dean of Student Services and college outreach to provide connections with Hispanic families in the area. Cultural diversity speaker for Spring 2013 Convocation. Four Diversity Heritage Month Celebrations initiated for 2013-2014; Hispanic Heritage Celebration on September 26, 2013 and Native American Heritage Celebration scheduled for November 20, 2013.</p>
<p>6. Develop an Enrollment Management/Student Service Plan (containing the Student Equity Plan), which includes ways to increase recruitment of culturally diverse populations to Lassen Community College. (II.B.3.d.)</p>	<p>Initiated The Student Services Plan is informed by the Educational Master Plan. The 2011-2016 Educational Master Plan was adopted by Academic Planning Committee on January 12, 2011 and accepted Consultation Council January 20, 2011. During Spring 2011, the Student Services planning committee is rewriting the 2011-2016 Student Services Plan providing better integration with the January 20, 2011 adopted Educational Master Plan. Student Equity Plan updated September 2013.</p>

<p>7. Convene a student panel to review assessment test and instructions for possible cultural and/or linguistic bias; implement appropriate changes. (II.B.3.e.)</p>	<p>Initiated Implementing a Consequential Validity Study for the college assessment test in Fall 2008. Validity study continues throughout FY 09/10 looking for possible bias. The results of this study will be reviewed by counseling faculty in the Student Services area during Spring 2011.</p>
<p>8. Provide training to staff and faculty to ensure compliance with the Family Educational Rights and Privacy Act (FERPA) policies. (II.B.3.f.)</p>	<p>Completed and Ongoing FERPA policy reviewed on 10.4.08 with student services staff and in President's Cabinet. Ongoing review assigned to A&R. Reviewing Board Policy based on FERPA. One component of Professional Development Activities for 2012-2013 academic year.</p>
<p>II.C. Library and Learning Support Services</p>	<p>Status/Evidence</p>
<p>1. To encourage broad faculty participation, develop formal procedures for selection and evaluation of library materials and equipment, and, through the institutional planning process, develop a combined, larger, more accessible Learning Resources Center. (II.C.1.a.)</p>	<p>Completed and Ongoing Recommendation institutionalized in adopted planning and budget allocation processes.</p>
<p>2. Develop a Human Resource Plan to assess the effective use of human resources through the evaluation of staffing recommendations from the other institutional planning documents such as program reviews, which is evaluated and updated annually. (III.A.2. III.A.6. & II.C.1.b.)</p>	<p>Completed and Ongoing Human Resource Plan (Staffing Plan) one component of 2009-2014 CIMP adopted by Consultation Council May 7, 2009 and reviewed by the Governing Board June 9, 2009; Staffing Priorities recommended by Consultation Council April 30, 2009 based on program review and planning recommendations. Staffing plan (instructional) incorporated into Education Master Plan as part of 2010-2015 CIMP adopted by Consultation Council April 27, 2010. Human Resource Plan one component of 2010-2015 CIMP adopted by Consultation Council April 27, 2010. Human Resource Plan one component of 2011-2016 CIMP adopted by Consultation Council May 24, 2011. Human Resource Plan one component of 2012-2017 CIMP adopted by Consultation Council May 17, 2012. Human Resource Plan one component of 2013-2018 CIMP adopted by Consultation Council April 29, 2013.</p>

<p>3. Through the institutional planning process—the Educational Master Plan and the Facilities Master Plan, the college will effect prioritization and appropriate allocation of resources to update the existing technology and consider a new building. (II.C.1.c.)</p>	<p>Completed After consideration, a decision was made not to pursue a new building for the Library. Recommendation institutionalized in adopted planning and budget allocation processes. NIPR – Library completed Fall 2012.</p>
<p>4. Through the institutional planning process, provide effective maintenance and security for the college’s library and other learning support services, including specific provision for additional technical and professional staff: plan for the creation of a centralized Learning Resources Center in order to consolidate staff and incorporate instructional media and other functions performed by the Library and the Learning/Tutoring Center. (II.C.1.d.)</p>	<p>Completed The 2011-2016 Educational Master Plan and Facilities Master Plan call for the consolidation of space and staff into one Library/Learning Resource Center by Fall 2011. Other changes are anticipated as a result of the Library Non-instructional Program Review scheduled for Spring 2012. The tutoring program in the Learning Resource Center has been strengthened by the addition of an Instructional Support Specialist who along with the Director of the Learning Center offers a wide variety of Study Skills workshops aimed at improving student success. Recommendation institutionalized in adopted planning and budget allocation processes.</p>
<p>5. To consult formally and informally with faculty and students to evaluate cooperatively-acquired resources for reliability, accessibility, usability, and suitability so support the mission of the college, and to monitor cooperative purchasing opportunities to provide excellent online resources. (II.C.1.e.)</p>	<p>Completed Recommendation institutionalized in adopted planning and budget allocation processes. NIPR – Library completed Fall 2012.</p>
<p>6. Implement the adopted institutional planning structure to link student learning outcomes, program review, institutional planning and budget allocation. At the end of the first cycle evaluate and modify as necessary to improve institutional effectiveness. (I.B.1. I.B.4. I.B.6. & II.C.2.)</p>	<p>Completed Recommendation institutionalized in adopted planning and budget allocation processes. Initial progress on planning objectives evaluation completed May 2009. Revised NIPR Handbook linking SLO assessment and program review accepted by President’s Cabinet September 29, 2009. Revised NIPR Handbook accepted by President's Cabinet June 1, 2010. Revised November 23, 2010. NIPR Handbook revised and adopted August 14, 2012.</p>

STANDARD THREE: RESOURCES	
III.A. Human Resources	Status/Evidence
1. Use appropriate staff evaluation functions to review and revise classified job descriptions for accuracy and relationship to institutional mission and goals. (III.A.1.a.)	Partially met Director of Human Resources review of evaluation status and instruments Fall 2008.
2. Utilize the collective bargaining process to modify the evaluation process and forms to address changing performance expectations. (III.A.1.b.)	Completed and Ongoing Director of Human Resources review of evaluation status and instruments Fall 2008. Agreement between LCFA and District revising evaluation instruments adopted by the Governing Board February 9, 2010 . Faculty evaluation instruments revised February 2013 .
3. Develop procedures and forms consistent with board policy for the evaluation of confidential employees. (III.A.1.b.)	Completed Director of Human Resources review of evaluation status and instruments Fall 2008. Management/confidential employees and district meet regularly.
4. Revise evaluation forms as appropriate to include a specific component to assess the effectiveness in producing stated student learning outcomes through appropriate bargaining unit negotiations. (III.A.1.c.)	Completed Faculty evaluation includes participation in instructional program review and student learning outcome assessment addressed during program review. Faculty union contract adopted by the Governing Board July 10, 2012 includes language requiring faculty to submit student learning outcome assessment results for each class each session. Faculty evaluation instruments revised February 2013 .
5. Develop a Human Resource Plan to assess the effective use of human resources through the evaluation of staffing recommendations from the other institutional planning documents such as program reviews, which is evaluated and updated annually. (III.A.2. III.A.6. & II.C.1.b.)	Completed and Ongoing Human Resource Plan (Staffing Plan) one component of 2009-2014 CIMP adopted by Consultation Council May 7, 2009 and reviewed by the Governing Board June 9, 2009 ; Staffing Priorities recommended by Consultation Council April 30, 2009 based on program review and planning recommendations. Human Resource Plan one component of 2010-2015 CIMP adopted by Consultation Council April 27, 2010 . Human Resource Plan one component of 2011-2016 CIMP adopted by Consultation Council May 24, 2011 and reviewed by the Governing Board June 14, 2011 . Human Resource Plan one component of 2012-2017 CIMP adopted by Consultation Council May 17, 2012 and reviewed by the Governing Board June 12, 2012 . Human Resource Plan one component of 2013-2018 CIMP adopted by Consultation Council April 29, 2013 and reviewed by the Governing Board June 11, 2013 .

<p>6. Revise board policies as necessary for consistency with changes in Title 5 regulations and bargaining agreements, incorporated the policy changes into college procedures and consistently implement adopted procedures. (III.A.3.a.)</p>	<p>Completed Implemented CCLC Policy Service Board Policy Structure completed Fall 2013.</p>
<p>7. Complete development of a district equal employment opportunity plan and implement training of staff and faculty on components of the equal employment opportunity plan requirements. (III.A.4.a.)</p>	<p>Completed and Ongoing EEO Plan Recommendation for adoption from Consultation Council March 12, 2009. Accepted by Governing Board July 14, 2009. Revised EEO Plan recommendation for adoption by Consultation Council August 5, 2013. Accepted by Governing Board August 13, 2013.</p>
<p>8. Assess the college employment record relevant to equity and diversity over the last five years and incorporate the data into the Annual Fact Book. (III.A.4.b.)</p>	<p>Completed and Ongoing Data included in Annual Fact Book published March 2010, July 2011, July 2012, and July 2013.</p>
<p>9. Utilize the Faculty and Staff Development Committee to assess individual and organizational needs for professional growth and ensure professional development activities are meeting the need of the college's personnel. (III.A.5.a. & b.)</p>	<p>Completed and Ongoing Human Resource Committee meeting annually to develop the Human Resource Plan with Professional Development component in conjunction with other institutional planning documents. Support staff in TECC regularly assessing training needs.</p>
<p>III.B. Physical Resources</p>	<p>Status/Evidence</p>
<p>Utilize the program review process, Facilities Master Plan, and adopted resource allocation process to plan for short-term and long-term development and maintenance of facilities both on and off campus. (III.B.1.a., III.B.1.b., III.B.2.a. & III.B.2.b.)</p>	<p>Completed Facilities Planning Committee meets regularly. Updated Facilities Master Plan scheduled for adoption Spring 2009. 2009-2010 budget currently in development including facilities requests Resource allocation determined by the integrated planning and budget development process (facilities included). Maintenance & Operations NIPR accepted by Cabinet September 22, 2009. Updated Facilities Master Plan adopted April 27, 2010. Updated Facilities Master Plan adopted May 17, 2011. Updated Facilities Master Plan adopted Mar 8, 2012. Updated Facilities Master Plan adopted Mar 11, 2013. Recommendation institutionalized in adopted planning and budget allocation processes.</p>

III.C. Technology Resources	Updated Facilities Master Plan adopted March 8, 2012.
<p>1. Implement the non-instructional program review process as required for the Information Technology function to feed the budget development process and utilize the Institutional Technology and Educational Technology Plans as part of institutional college planning in order to provide effective technology support for the institution including distance education. (III.C.1.a.)</p>	<p>Completed Non-instructional Program Review for Institutional Technology completed Spring 2008. Updated Institutional Technology Plan adoption May 7, 2009 as one component of 2009-2014 CIMP. Updated Institutional Technology Plan adoption April 27, 2010 as one component of 2010-2015 CIMP. Updated Institutional Technology Plan adoption May, 2011 as one component of 2011-2016 CIMP. Non-instructional Program Review for Information Technology accepted by Consultation Council October 14, 2011. Updated Institutional Technology Plan adoption January 26, 2012 as one component of 2012-2017 CIMP. Updated Institutional Technology Plan adoption February 4, 2013 as one component of 2013-2018 CIMP. Recommendation institutionalized in adopted planning and budget allocation process.</p>
<p>2. Implement the revised Institutional Planning and Budget Development Process during the 2007-2008 academic year to ensure a. institutional planning is based on a realistic assessment of resource availability and the development of financial resources. (III.D.1.b.) b. the 2008-2009 adopted budget allows for all constituencies to have appropriate opportunities to participate in its development. (III.D.1.d.)</p>	<p>Completed and Ongoing 2008-2009 budget developed utilizing the adopted Institutional Planning and Budget Development Process. 2009-2010 budget developed utilizing the adopted Institutional Planning and Budget Development Process. Institutional prioritization of budget requests occurred April 30, 2009. 2010-2011 budget developed utilizing the adopted Institutional Planning and Budget Development Process despite the need for a planned 5% reduction in expenditures instead of enhancement. 2010-2011 Budget adopted by the Governing Board October 12, 2010. 2011-2012 Budget adopted by the Governing Board October 11, 2011. 2012-2013 Budget by the Governing Board August 14, 2012. 2013-2014 budget adopted by the Governing Board September 10, 2013. 2014-2015 budget development process initiated September 2013. Recommendation institutionalized in adopted planning and budget allocation process.</p>

<p>3. Implement the adopted institutional planning structure to link student learning outcomes, program review, institutional planning and budget allocation to address Datatel system needs. At the end of the first cycle evaluate and modify as necessary to improve institutional effectiveness. (I.B.1., I.B.4., I.B.6., II.C.2. & III.C.1.d.)</p>	<p>Completed and Ongoing Institutional Planning & Budget Development Handbook adopted November 2007. CIMP including recommendations from program review adopted May 13, 2008 by Governing Board Process. Institutional planning and budget development process evaluated May 2008. Revised Institutional Planning & Budget Development Handbook adopted August 2008. Non-instructional Program Review for Institutional Technology completed Spring 2008. Updated Institutional Technology Plan adoption May 7, 2009 as one component of 2009-2014 CIMP. Updated Institutional Technology Plan adoption April 27, 2010 as one component of 2010-2015 CIMP. Resource allocation determined by the integrated planning and budget development process (institutional technology included) Revised Institutional Planning & Budget Development Handbook adopted September 29, 2009, August 26, 2010, September 16, 2011, August 30, 2012 and August 5, 2013.</p>
<p>4. Develop Disaster Recovery/Business Continuity Plans. (III.C.2.)</p>	<p>Completed Components of Disaster Recovery planning implemented in Fall 2010 with additional components scheduled Spring 2011. Disaster Recovery Plan draft review and approved June 2011.</p>
<p>III.D. Financial Resources</p>	<p>Status/Evidence</p>
<p>1. Implement the revised Institutional Planning and Budget Development Process during the 2007-2008 academic to ensure the 2008-2009 adopted budget supports the institutional mission, goals, and planning agendas. (III.D.1.a.)</p>	<p>Completed Institutional Planning & Budget Development Handbook adopted November 2007. CIMP including recommendations from program review adopted May 13, 2008 by Governing Board Process. Institutional planning and budget development process evaluated May 2008, May 2009, and May 2010. Revised Institutional Planning & Budget Development Handbook adopted August 2008. 2008-2009 budget developed utilizing the Institutional Planning and Budget Development Process Implementation and evaluation spreadsheet on progress towards objectives and strategies adopted by Consultation Council - January 29, 2009. First Annual status report on progress on short-term objectives and strategies adopted by Consultation Council May 21, 2009 and reviewed by the Governing Board June 9, 2009. 2009-2010 budget developed utilizing the revised Institutional Planning and Budget Development Process tied to strategic goals, objectives and strategies identified in the 2009-2014 CIMP. Second year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 27, 2010 and reviewed by the Governing Board June 8, 2010. 2010-2011 budget developed utilizing the revised Institutional Planning and Budget Development Process tied to strategic goals, objectives and strategies identified in the 2010-2015 CIMP. Revised Institutional Planning & Budget Development Handbook adopted September 29, 2009, August 26, 2010, September 16, 2011, August 30, 2012 and August 5, 2013.</p>

	<p>Third year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 24, 2011 and reviewed by the Governing Board June 14, 2011.</p> <p>Fourth year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 17, 2012 and reviewed by the Governing Board June 12, 2012.</p> <p>Fifth year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 20, 2013 and reviewed by the Governing Board June 11, 2013.</p>
<p>2. Implement the revised Institutional Planning and Budget Development Process during the 2007-2008 academic year to ensure</p> <p>a. institutional planning is based on a realistic assessment of resource availability and the development of financial resources. (III.D.1.b.)</p> <p>b. the 2008-2009 adopted budget allows for all constituencies to have appropriate opportunities to participate in its development. (III.D.1.d.)</p>	<p>Completed</p> <p>Institutional Planning & Budget Development Handbook adopted November 2007.</p> <p>CIMP including recommendations from program review adopted May 13, 2008 by Governing Board Process.</p> <p>Institutional planning and budget development process evaluated May 2008 and May 2009.</p> <p>Revised Institutional Planning & Budget Development Handbook adopted August 2008.</p> <p>2008-2009 budget developed utilizing the Institutional Planning and Budget Development Process</p> <p>Revised handbook adopted August 2008.</p> <p>Implementation and evaluation spreadsheet on progress towards objectives and strategies adopted by Consultation Council - January 29, 2009.</p> <p>First Annual status report on progress on short-term objectives and strategies adopted by Consultation Council May 21, 2009 and reviewed by the Governing Board June 9, 2009.</p> <p>2009-2010 budget developed utilizing the revised Institutional Planning and Budget Development Process tied to strategic goals, objectives and strategies identified in the 2009-2014 CIMP.</p> <p>Second year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 27, 2010 and reviewed by the Governing Board June 8, 2010.</p> <p>2010-2011 budget developed utilizing the revised Institutional Planning and Budget Development Process tied to strategic goals, objectives and strategies identified in the 2010-2015 CIMP.</p> <p>Revised Institutional Planning & Budget Development Handbook adopted September 2009 and 2010.</p> <p>Third year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 24, 2011 and reviewed by the Governing Board June 14, 2011.</p> <p>Fourth year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council May 17, 2012 and reviewed by the Governing Board June 12, 2012.</p> <p>Fifth year status report on progress on short-term objectives and strategies reviewed accepted by Consultation Council April 29, 2013 and reviewed by the Governing Board June 11, 2013.</p> <p>Recommendation institutionalized in adopted planning, budget allocation and evaluation process.</p>

<p>3. Complete and publish a Multi-Year Fiscal and Academic Recovery Plan that</p> <p>a. assesses the Districts fiscal condition and communicates the Districts resource availability, development of financial resources, partnerships, and expenditure requirements. (III.D.1.b.)</p> <p>b. considers the long-term financial priorities when making short-term financial plans to assure financial stability. (III.D.1.c.)</p>	<p>Completed</p> <p>Multi-Year Fiscal and Academic Recovery Plan adopted February 26, 2008. Revised Plan approved September 23, 2008. On-going assessment of the district’s fiscal condition. Status reports to President’s Cabinet and campus community(budget forums and Consultation Council minutes). Multi-Year Recovery Plan reviewed and updated – adopted by the Governing Board November 10, 2009.</p>
<p>4. Refine the format of annual budget to communicate the strategic direction of the institution in terms of financial funding and publish the annual audit, the related findings, and the related responses in a timely manner to assure the institution of appropriate allocation and use of financial resources. (III.D.2.a.)</p>	<p>Completed</p> <p>Final Budget for 2008-2009 approved by the Governing Board September 23, 2008. 2007-2008 annual audit published December 31, 2008. Financial section incorporated into CIMP. On-going assessment of the district’s fiscal condition. Status reports to President’s Cabinet and campus community. On-going updates of Corrective Action Matrix reviewed by President's Cabinet. 2009-2010 budget developed utilizing the revised Institutional Planning and Budget Development Process tied to strategic goals, objectives and strategies identified in the 2009-2014 CIMP. Final Budget for 2009-2010 approved by the Governing Board October 13, 2009. Revised 2009-2010 Budget adopted by the Governing Board February 9, 2010. Annual Audit presented to the Governing Board February 9, 2010. Final Budget for 2010-2011 approved by the Governing Board October 12, 2010. Annual Audit presented to the Governing Board January 11, 2011. 2011-2012 Budget adopted by the Governing Board October 11, 2011. Annual Audit presented to the Governing Board 2012 2012-2013 Budget adopted by the Governing Board August 14, 2012. Annual Audit presented to the Governing Board January 8, 2013. 2013-2014 Budget adopted by the Governing Board September 10, 2013.</p>

<p>5. Continue to review, evaluate, and improve the operational procedures resulting from the implementation of the new Datatel system. (III.D.2.g.)</p>	<p>Completed and Ongoing Datatel Users Group formed in Spring 2010 charged with creating a prioritized list of operational procedures requiring process review as a result of the Datatel implementation.</p>
<p>6. Communicate the program review schedule and importance of a regular systematic evaluation for institutional planning and budget development purposes. (III.D.3.)</p>	<p>Completed and Ongoing Instructional Program Review Orientation held August 14, 2008. Regular discussions of instructional program review process at Academic Senate, Division Chairs and Division Meetings Revised timeline for instructional program review adopted by the Academic Senate May 11, 2009. Non-instructional program reviews scheduled for 2010 announced at Consultation Council on October 8, 2009. Instructional program reviews scheduled for 2010 announced at Consultation Council on October 15, 2009. Orientation for 2009-2010 instructional program reviews held January 21, 2010. Non-instructional program reviews scheduled for 2011 announced at Consultation Council on October 7, 2010. Instructional program reviews scheduled for 2011 announced at Consultation Council on October 21, 2010. Instructional and non-instructional program reviews scheduled for 2012 announced at Consultation Council on September 30, 2011. Instructional and non-instructional program reviews scheduled for 2013 announced at Consultation Council on September 12, 2012. Announcement of upcoming program reviews each October.</p>

STANDARD FOUR: LEADERSHIP AND GOVERNANCE	
IV.A. Decision-Making Roles and Processes	Status/Evidence
1. Use the evaluation process for the governance structure to determine whether faculty, staff, and student participation in governance, communication and professional relationships have improved. (IV.A.1.IV.A.2.a. & IV.A.3.)	<p>Completed Shared governance document evaluated May 2008, May 2009, May 2010, May 2011, May 2012, May 2013. Revised document adopted September 23, 2008, September 3, 2009, August 26, 2010, August 26, 2011, August 29, 2012 and August 5, 2013. Recommendation institutionalized in adopted evaluation process. Annual Evaluation of the shared governance process each May.</p>
2. Include in new employee orientation, an introduction to the accreditation standards and process of institutional self-study. (IV.A.4.)	<p>Completed and Ongoing HR/Staff Development Committee gathering information on existing new employee orientation programs offered by Community Colleges. New employee orientation held August 16, 2012 and August 15, 2013.</p>
3. Publish Consultation Council agendas and minutes to the college web site. (IV.A.5.)	<p>Completed and Ongoing Consultation Council/Strategic Planning Committee agendas and minutes emailed to everyone distribution list on email and published on the college website.</p>

IV. B. Board and Administrative Organization	Status/Evidence
<p>1. Replace all Board Policy Manuals with new, updated manuals and make an updated Board Policy Manual available on the college website. (IV.B.1.d.)</p>	<p>Completed Updated Board Policies posted on BoardDocs linked to the college website.</p>
<p>2. Provide an orientation to assist each new Governing Board member-elect to understand the Governing Board’s functions, policies and procedures upon the assumption of office. (IV.B.1.f.)</p>	<p>Completed Orientation for newly elected board members was provided December 12, 20, and 21, 2008. Attendance for new Trustees at Effective Trustees Workshop January 2009; January 27, 2009 Ethics and Sexual Harassment Budget Training Workshop for all Trustees; March 2009 orientation session for three new Trustees; July 2009 Budget Training Workshop for Trustees; August 2009 Final Orientation session for three newest Trustees; November 2010 Orientation for newly elected Trustee; January 2011. Orientation for newly appointed provisional Trustee; Attendance at Effective Trustees Workshop for new Trustee January 2011; President provides orientation for each new board member. President provides annual board training on boardsmanship. Attendance at Effective Trustees Workshop for new Trustee January 2012. Attendance at Effective Trustees Workshop for new Trustee January 2013.</p>
<p>3. Assure timely completion and reporting of the Governing Board evaluation process of the President. (IV.B.1.j.)</p>	<p>Completed Annual evaluation of President completed June 10, 2008. Interim evaluation completed September 9, 2008 Annual evaluation of President completed February 2009. Annual evaluation of President completed June 2010. Annual final evaluation of the President completed January 11, 2011. Evaluation of interim President for the 2011-2012 academic year not completed due to individual leaving District early for health reasons. Initial evaluation of the President completed March 12, 2013. Annual final evaluation of the President completed September 10, 2013. Schedule for evaluation of President in process of being moved from mid-year to completion by end of the year.</p>

<p>4. Provide for the professional development of administrators and use the evaluation process to manage performance. (IV.B.2.a.)</p>	<p>Completed Evaluations of all administrators are current effective Fall 2008, Fall 2009, Fall 2010, and Fall 2012. On-going annual evaluation of all college administrators. The Lassen College Leadership Development Program (LCLDP) was initiated in Spring 2010. The program was developed with the aim of strengthening the management team. LCLDP is a two-year program built on the framework of trust, credibility, integrity, and values. There are four modules of leadership, communication, work/life balance, and governance & planning in year one. Year two contained two modules of community & campus relations and personal/professional goals.</p>
<p>5. Expand and refine the Annual Fact Book through the utilization of the new computer system, Datatel, to obtain more information on student data reports and data requirements for program review.</p>	<p>Completed Annual Fact Book reorganized and published March 2010. Instructional Program Review Data Reports available on Report Server December 2009 and updated by term – reports for eleven terms available “QuickFacts” brochure published by IR in March 2010. Annual Fact Book presented to Governing Board at their Planning Retreat July 26, 2011, July 24, 2012, and July 23, 2013.</p>
<p>6. Evaluate budget development timeline, budget development and institutional planning processes used in developing the 2008-2009 budget and make appropriate adjustments to processes and timeline for the 2009-2010 academic year. (IV.B.2.d. & III.D.1.)</p>	<p>Completed Timeline for 2009-2010 revised as a consequence of evaluation conducted in May 2008. Recommendation institutionalized through the adopted evaluation process and timeline. Annual evaluation of the planning and budget development process each May. No changes in timeline 2009, 2010, 2011, 2012 or 2013.</p>
<p>7. Conduct focused research to determine whether the President’s communications with served communities is effective. (IV.B.2.e.)</p>	<p>Completed As a result of the President’s communication with local leaders in education, an Education Collaboration Summit was held Spring 2010. At the completion of the Summit each attendee completed a survey. The results from that survey led to an Educational Symposium held Fall 2010. Each of these events was geared towards improving communication among the countywide educational communities and has resulted in several key initiatives. The Educational Collaborative is meeting regularly.</p>