A list of evidence, with hyperlinks to each item, is provided at the end of each section.

The External Evaluation Team visited Imperial Valley College on April 14, 2014, to evaluate the College's response to the Follow-Up Report submitted March 2014. In May 2014, Superintendent/President Dr. Victor Jaime held a forum to inform the campus community of the anticipated accreditation status of the College and that formal notification would be made in July.[1] Shortly thereafter, the CIO/ALO and CART Executive Team met to develop a preliminary timeline for completing the anticipated follow-up report.[2] On July 3, 2014, the Accrediting Commission for Community and Junior Colleges (ACCJC) formally informed the College of the cod [(a)6bc 0.0 0.0 0.0 0.0 0.0 244trfo(lle)-1u Coh worm-3.9 Corm5 Tww 12 [(. 0 Td [(SI

Kevin White, Behavioral and Social Sciences Department Chair/Political Science Faculty
Craig Blek, Business Department Chair/Economics Faculty

Dr. Nicholas Akinkuoye, Vice President for Academic Servicers, ALO
Brian McNeece, former Dean of Arts, Letters and Learning Services, current ESL Instructor, CART Co-Chair
Tina Aguirre, Dean of Health and Science, CART Co-Chair
Linda Amidon, Administrative Assistant to the Vice President for Academic Services/ALO
Adriana Sano, Administrative Assistant to the Vice President for Student Services, Technology, and Research
Mary Carter, Administrative Assistant to the Vice President for Business Services

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Mike Nicholas,

- Then CIO/ALO Kathy Berry and the CART Executive Team review accreditation status and preliminary timeline for Follow-Up report with new CIO/ALO Dr. Nicholas Akinkuoye

- A Board Retreat is held and CBO provides presentation on status of response to Recommendation 8 and to address categorical program funding
- The Educational Master Planning Committee (EMPC) reviews goals and objectives and completes evaluation of 2013-2014 program review and planning cycle
- Board reaffirms strategic EMP, resource plans, approves assessment of institutional effectiveness, and sets goals for 2014-2015
- SLO/PLO Data is uploaded into SPOL and Assessment Guidebook is developed for training faculty; training schedule is developed and implemented
- SLO Committee forwards revisions to the Institutional Learning Outcomes to the Curriculum Committee
- Brian McNeece, former Dean of Arts, Letters, and Learning Services and current ESL instructor, is appointed as Accreditation Coordinator
- Committee Self-Evaluation form is distributed to College Council sub-committees for completion

September 2014

- BFPC approves 2015-2016 budget guidelines and principles for distribution to campus community
- Board approves 2014-2015 final budget
- 2014-2015 program reviews are completed (paper process)
- Data entry of 2014-2015 program reviews into SPOL including goals and budget begins
- The Follow-Up Report Timeline is updated further
- Schedule development process begins for 2015-2016 annual schedule
- Recommendation 1 and Recommendation 8 teams work on responses
- President's Cabinet approves use of online calendar and authorizes users to begin entering events
- SPOL trainings continue for SLO/PLO cycle assessment data entry
- The Curriculum Committee approves the SLO Committee ILO revisions for inclusion in the 2015-2016 catalog
-

- SPOL trainings continue for SLO/PLO cycle assessment data entry; meetings held with SPOL programmers to address concerns from training sessions

November 2014

- Faculty selection for 2015-2016 annual schedule continues
- Instructional Council prioritizes replacement faculty positions
- Enhanced budget requests by resource plan are distributed to resource plan committees
- Resource planning committees prioritize enhanced budget requests and forward to BPFC
- The Staffing Committee prioritizes staffing positions from 2014-2015 program review and submits to President's Cabinet
- Editor completes review of 2015 Follow-Up Report
- College Council reviews draft Follow-Up Report (first reading)
- SPOL trainings continued for SLO/PLO cycle assessment data entry
- Academic Senate summary of subcommittee self-evaluations is submitted to EMPC
- Student surveys are conducted by CART and ATLAS

December 2014

- BPFC prioritizes enhanced budget requests received from resource plan committees and makes recommendation to President's Cabinet
- President's Cabinet makes a final decision on prioritization of faculty and staff positions
- EMPC evaluates 2014-2015 program review and planning cycle
- President's Cabinet reviews draft Follow-Up Report
- Faculty completing SLOs, in particular courses, should have their data entered into SPOL
- Academic Senate accepts the Follow-Up Report

January 2015

- College Council accepts the Follow-Up Report
- President's Cabinet accepts the Follow-Up Report
- The Board of Trustees certifies the Follow-Up Report
- Programs conduct mid-year review of 2014-2015 goals (SPOL Objectives)
- Development of preliminary 2015-2016 budget is in progress

February 2015

- The Superintendent/President holds campus forums on Accreditation Follow-Up Report

March 2015

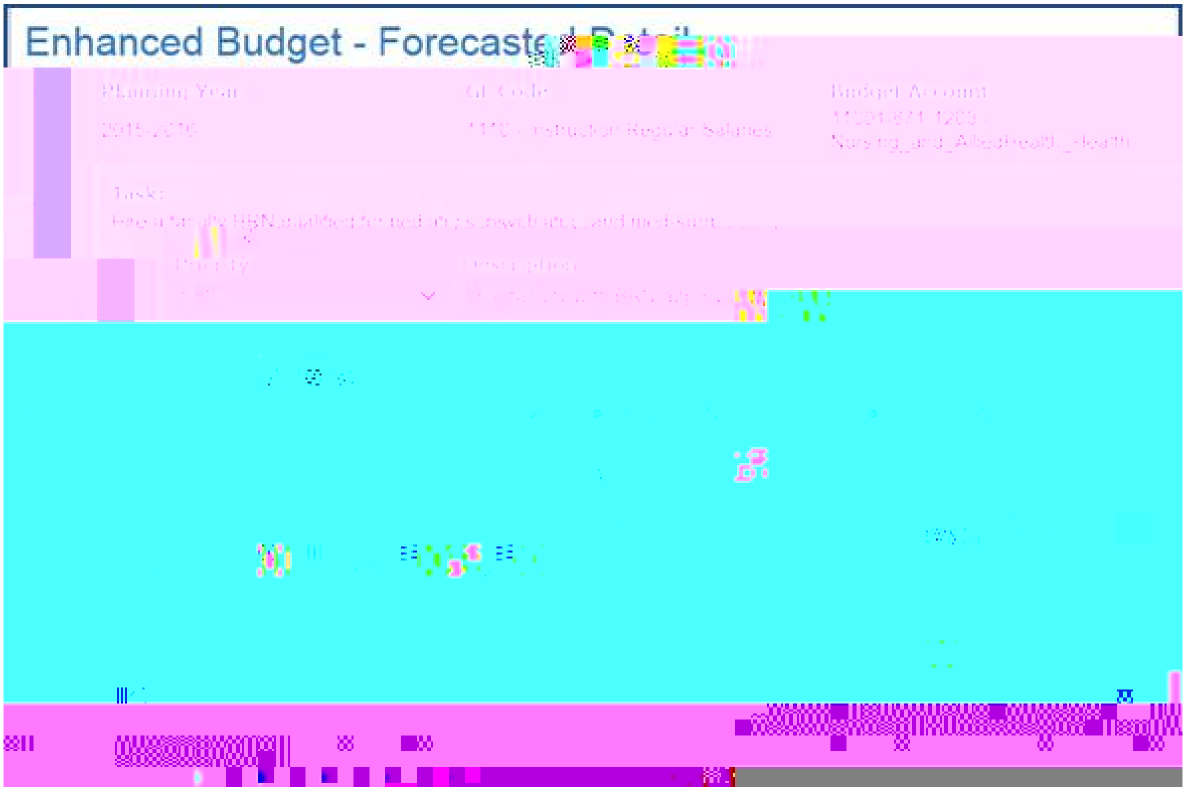
- The Follow-Up Report is submitted to ACCJC

This follow

The College has addressed all of the External Evaluation Team's findings and the Commission's recommendations. A full assessment cycle has been comp

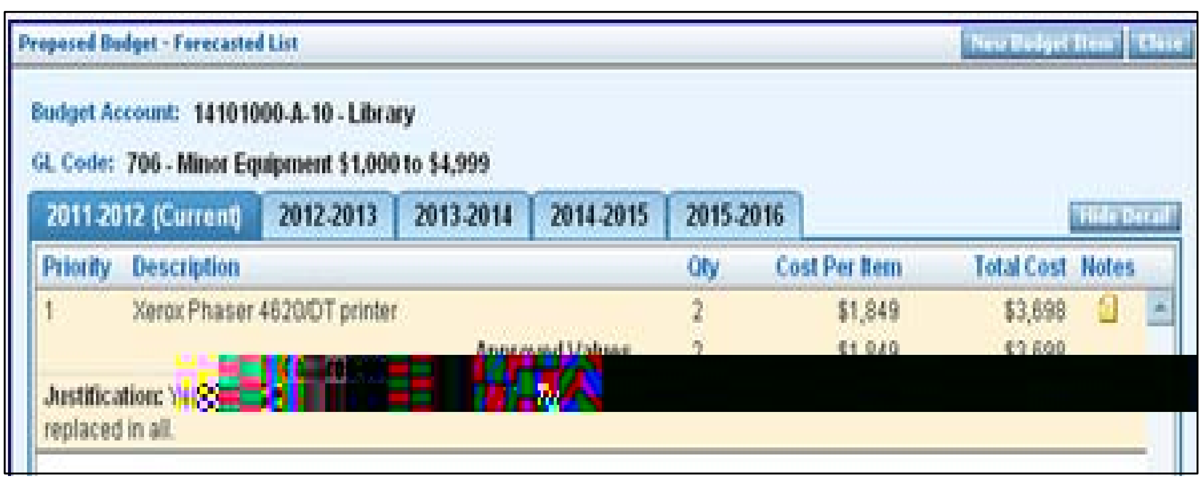
Figure 1 SPOL Budget Detail Page

Figure 2 SPOL Enhanced Budget-Forecasted Detail



SPOL also allows planning units to forecast into future years for adequate planning. Linking budget development and planning is possible through SPOL (Figure 3).

Figure 3 SPOL Proposed Budget-Forecasted List



The College created a SPOL implementation team composed of representatives from each area on campus. Training began in July 2013. Countless hours were dedicated to setting up SPOL to meld the College's current processes (program review, student learning outcomes, budget, etc.) with the architecture of SPOL and accurately reflect the ongoing work of linking planning to resource allocation. Below is the timeline of the trainings, webinars, and small group planning and training sessions that took place in preparing staff to fully implement SPOL.

7-29-13	Introductions and SPOL Overview
8-5-13	Planning Module Review
8-12-13	Assessment Module Review; Creating Outcomes, & Overview of Reports
8-19-13	Setting-up Planning Units; Creating Set-up for Warning-Follow Up Report
9-2-13	Budget Module Review
9-6-13	Budget Set-up Discussion
9-9-13	Accreditation Module Review Sect 4 - WS... 0 12 93.6 405.6 Tm (13)Tj ET Q q 68.88 3

1-6-14 -- 4-7-14	SPOL User Trainings, Implementation, Service Area Program Review, Budget
5-21-14 -- 5-22-14	SPOL Onsite Training for Academic and Service Area Program Review
7-8-14	SPOL Training – Aligning SPOL to Program Review with Dept. Chairs/Deans
7-16-14 -- 8-7-14	Planning, Accreditation, and Assessment – Set-up S(93.01 re f 131.49(et) ET Q q 68.8o)8(n)-4(,)

now accessed from the College's home page. **TeamUp** is a shared calendar application for groups and projects, making it easy for any group (department, program, committee, club) to be organized and stay informed of the status of group activities or resource availability at any specific time.

Figure 4 Teamup Calendar

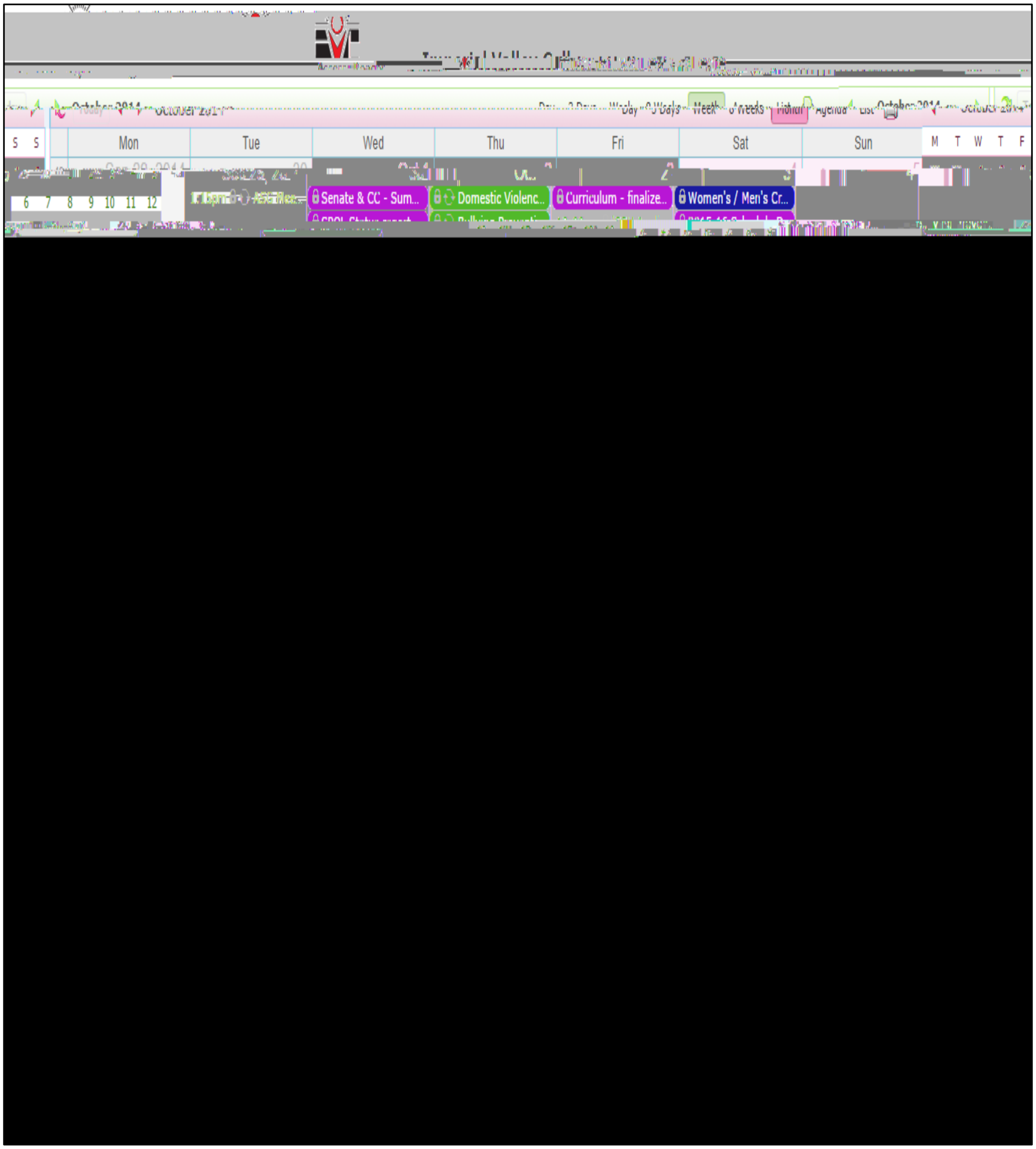
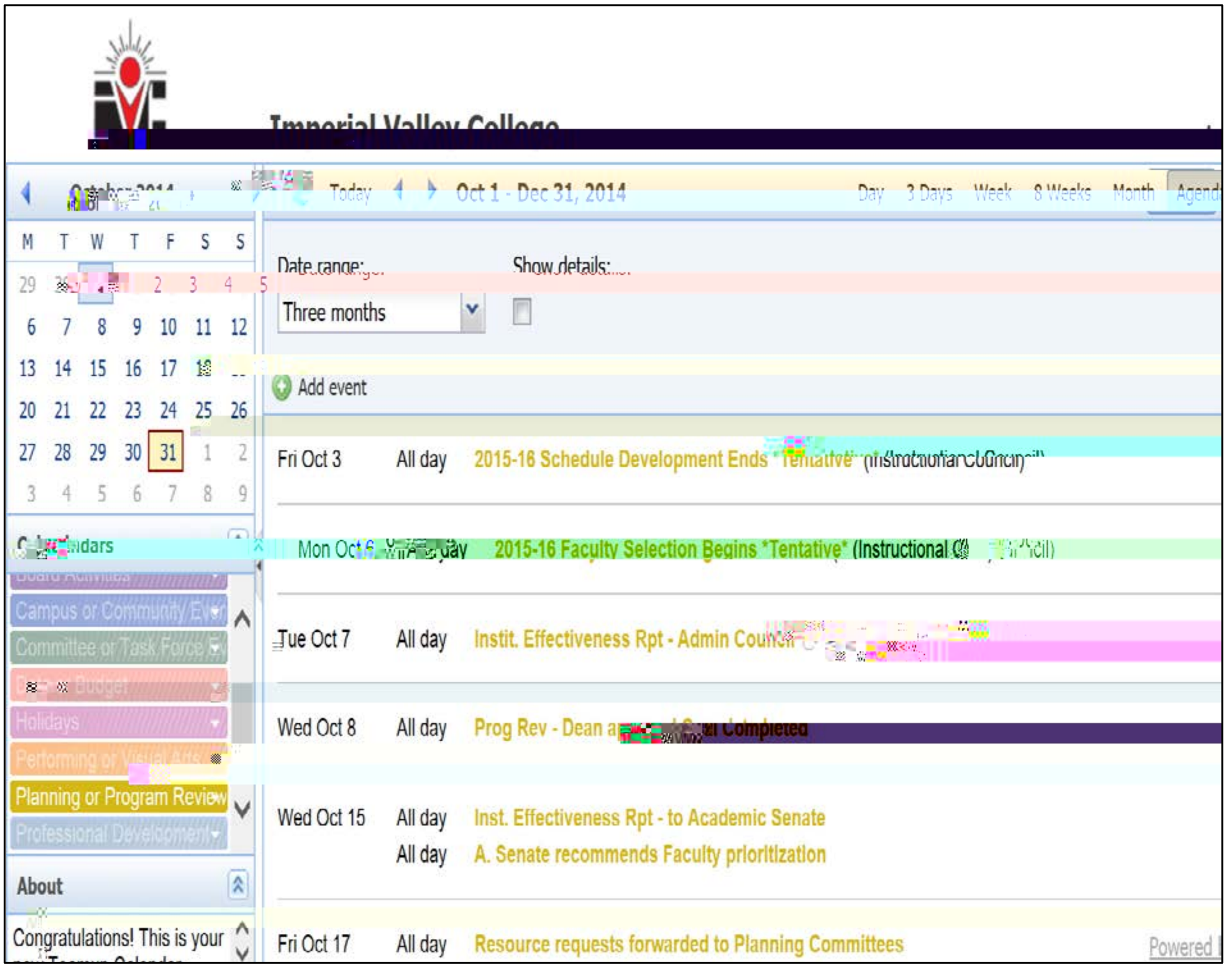


Figure 5 Teamup Calendar, Agenda View

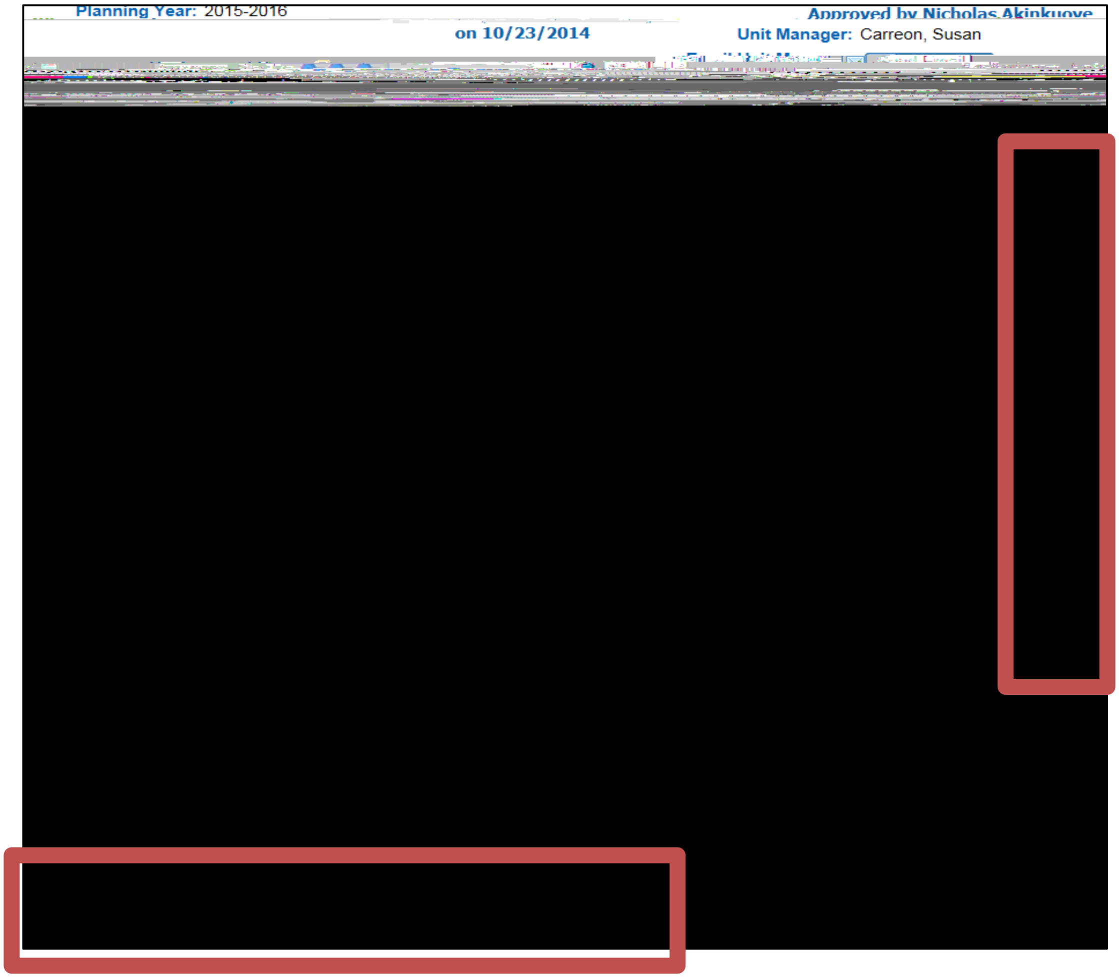


The online calendar is accessible to all, and the color coding highlights the distinct various areas in the planning calendar as well as committee meeting dates, athletic events, and other campus and community events. The calendar can be updated as events are added or dates are changed. The calendar can also accommodate important dates in the development of other College plans, such as Facilities, Technology, Enrollment Management, Student Equity, Student Success and Support Program, etc. Other important timelines can be included, such as schedule and catalog development, completion of committee self-evaluations, faculty selection of committees, Admission and Records dates relating to priority registration, graduation deadlines, as well as important dates related to financial aid. The online comprehensive calendar has made it easier for programs to view the planning calendar to be aware of due dates and meeting schedules, allowing for more effective processes and adherence to the planning cycle calendar.

Figure 6. SPOL Enhanced Budget – Forecasted Detail (unfunded request)

As SPOL implementation progresses and with anticipated upgrades to the software, this process will be further automated in 2016

Figure 7. SPOL Budget Detail Page (final action on budget request)



The Educational Master Planning Committee, at the May 2, 2014 meeting, began the process of assessing current institutional goals and objectives. The committee assigned the review to representatives from Academic Services, Student Services, Information Technology, Human Resources, Business Services, and the President's Office. At the May 16, 2014 meeting, the current goals and objectives were affirmed to be carried on through the 2014-2015 year.[20]

Moving the Annual Program Review to SPOL required departments to identify "future goals" to be used as the department/program measure for student success or program effectiveness. The APR process in SPOL also required linking individual program goals to one of the four institutional goals or their objectives and one of the institutional priorities. Within the SPOL objectives further detail was required at the task level; i.e. assignment to a responsible party, target date of completion, and a measurement of success. The objectives also asked the how

[1] REC.1.01 Letters from ACCJC 6-15-14 and 7-3-14
[2] REC.1.02 AP 3260 Enrollment Management Plan
[3] REC.1.03 Sample Committee Self-Evaluation
[4] REC.1.04 CART Bylaws; CART Minutes 4-1-14
[5] REC.1.05 EMPC Bylaws; EMPC Minutes 5-12-14
[6] REC.1.06 Summary Evaluation of Academic Senate Sub-Committee Self Evaluations
[7] REC.1.07 Academic Senate Minutes 2-8-14, 9-3-14; College Council Minutes 9-22-14
[8] REC.1.08 Academic Senate Minutes 9-17-14; College Council Minutes 8-9-14
[9] REC.1.09 EMPC Bylaws; CART Bylaws
[10] REC.1.10 Planning Calendars 2013-14; Planning Calendar 2014-15
[11] REC.1.11 ACCJC Report of External Evaluation Team 5-6-14
[12] REC.1.12 2013-2014 Academic Program Review Template
[13] REC.1.13 2014-2015 Academic Program Review Template
[14] REC.1.14 2014-2015 Service Area Program Review Template
[15] REC.1.15 2014-2015 Program Review Handbook
[16] REC.1.16 Educational Master Planning Committee Minutes 10-1-14
[17] REC.1.17 Resource Plan Committees Reports
[18] REC.1.18 Budget & Fiscal Planning Minutes 9-16-14
[19] REC.1.19 Resource Allocation Summary
[20] REC.1.20 Educational Master Planning Committee Minutes 2-5-14, 5-15-14
[21] REC.1.21 Evaluation of Institutional Effectiveness and Resource Allocation
[22] REC.1.22 Educational Master Planning Committee Minutes 3-18-14
[23] REC.1.23 Evaluation of Institutional Effectiveness and Resource Allocation
[24] REC.1.24 Educational Master Planning Committee Minutes 5-16-14, Survey
[25] REC.1.25 Educational Master Plan Progress Report
[26] REC.1.26 Board of Trustees Minutes 2-08-14, Resolution No. 16141
[27] REC.1.27 Educational Master Planning Committee Minutes 5-16-14
[28] REC.1.28 Integrated Planning and Prioritization Model

ure10. Revised Budget Projection Including Estima or Negotiations

dditionto savings from the salary adjustments, the College has implemented significant -containment measures. The College has reduced service in its Custodial and Grounds artments. Although the district has added two new buildings, covering approximately 00 additional square feet, it has not increased the size of its custodial staff. In the future, as College finances improve, custodial services will be restored with the addition of new hires.

College's building construction and renovation program also works to contain costs. All of new buildings on campus were built to LEED (Leadership in Energy and Environmental ign) Standards. Building 2700 has been certified as LEED Silver and the two newest buildings still undergoing the LEED certification process. Additionally, all of our building renovation ects are built to meet LEED certification. This concentration on efficiency has led to a ificant reduction in energy costs on campus (Figure 11).

Figure11. Energy Efficiency

	Imperial Community College District

III.D.1.a: Financial planning is integrated with and supports all institutional planning.

III.D.4: Financial resource planning is integrated with institutional planning. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as a basis for improvement of the institution.

The College understands that collaboration is critical to sustainable program quality improvement, and that financial resource planning must be integrated with institutional planning to provide a reasonable expectation of the College's short- and long-term financial projections. The College has established integrated planning processes and data mining infrastructure that supports sustainable program review and enrollment management.

The complete implementation of Strategic Planning Online (SPOL) combined with the College's Enrollment Management Plan allow for distribution of resources to support the development, maintenance, and enhancement of the College's programs and services.[18,19] SPOL allows for additional or new funding requests to appear in the enhanced column during the program review process.[20] Enhanced budget requests are associated with the appropriate account and general ledger codes prior to preliminary approvals and prioritization by the resource plan committees, the Budget and Fiscal Planning Committee, and the President's Cabinet. Although not all enhanced requests were or can be funded by the College, this process affords each program the opportunity to review its goals and request funds that would be needed to achieve those goals—thus connecting planning to budget requests. This process also illuminates how enhanced budget requests obligate the College to generate new revenue, increase cost efficiencies, and tie the budget to the institutional goals and mission.[21]

The Enrollment Management Rubric was distributed to all members of the Enrollment Management Task Force in May of 2014 to ensure broad participation. Feedback was collected from the College's diverse constituencies.[24] The results of this evaluation were used to perfect the draft of the Enrollment Management Plan, so that it was ready to send through the shared governance process in the fall of 2014 as an official administrative procedure.[25] The College will continue to improve the College's enrollment management processes by ensuring the College's mission and goals are the foundation for financial planning through this comprehensive evaluation process.[26] Below is an excerpt from the rubric results, reflecting the analysis of benchmark two (Figure 12).

Figure 12 Enrollment Management Rubric Analysis

Answer Options	Response Percent	Response Count
Fully Meets: ...	27.3%	3
Partially Meets: The developed schedule contains some...	63.6%	7
Does Not Meet: The developed schedule contains a few...	[redacted]	
Unknown/Not Applicable ...	9.1%	1
answered question		11
skipped question		0

These evaluations provide documentation that the Enrollment Management Plan has been successfully implemented and that it assures systematic review of the planning and decision-making processes.[27]

A multi-year budget projection has allowed the College to determine how existing budget transactions impact the College's overall operating budget while affording sufficient time to develop and initiate a plan to address any untoward impact.[28,29] Since the College has chosen to project a conservative 1% growth factor, after fiscal year 2014-2015, the expense side of the budget will need to be well-controlled so that a balanced budget continues to be attainable. In the future, the College's fiscal planning must consider the ongoing cost increases in its financial projections (including step/column increases, benefit cost increases, infrastructure/utility expenses, and health benefits for both retirees and active employees). Projecting overly optimistic estimates of state economics coupled with overly aggressive estimates of enrollment can expose the College to an unhealthy level of risk. Instead, the College has chosen to complete financial forecasting with realistic budget assumptions and a conservative approach to projecting FTES revenue, including growth.

The present forecasting provides the means for the College to express its goals and priorities and to ensure internal consistency. This process allowed the College to realize not only full restoration, but 1% growth in fiscal year 2013-2014.[30] With the reinstatement of the Winter Intersession in 2015, the College is confident that growth will continue to be achieved in both 2015-2016 and 2016-2017, as reflected in the College's multi-year budget projection.

The level of growth projected for the next three years indicates that it is possible to keep the operational costs flat with the exception of inflation (and inflation is relatively flat).

The College's revenue and cost projections use the following assumptions to formulate its budget forecasts:

- Revenue for the next three years will be relatively flat, with anticipated growth of 2.75% in fiscal

Figure 14. California Anticipated Revenue Growth

The availability and use of data in the planning processes at the College has increased substantially.

Figure 15 August 6, 2014, FTES Projection

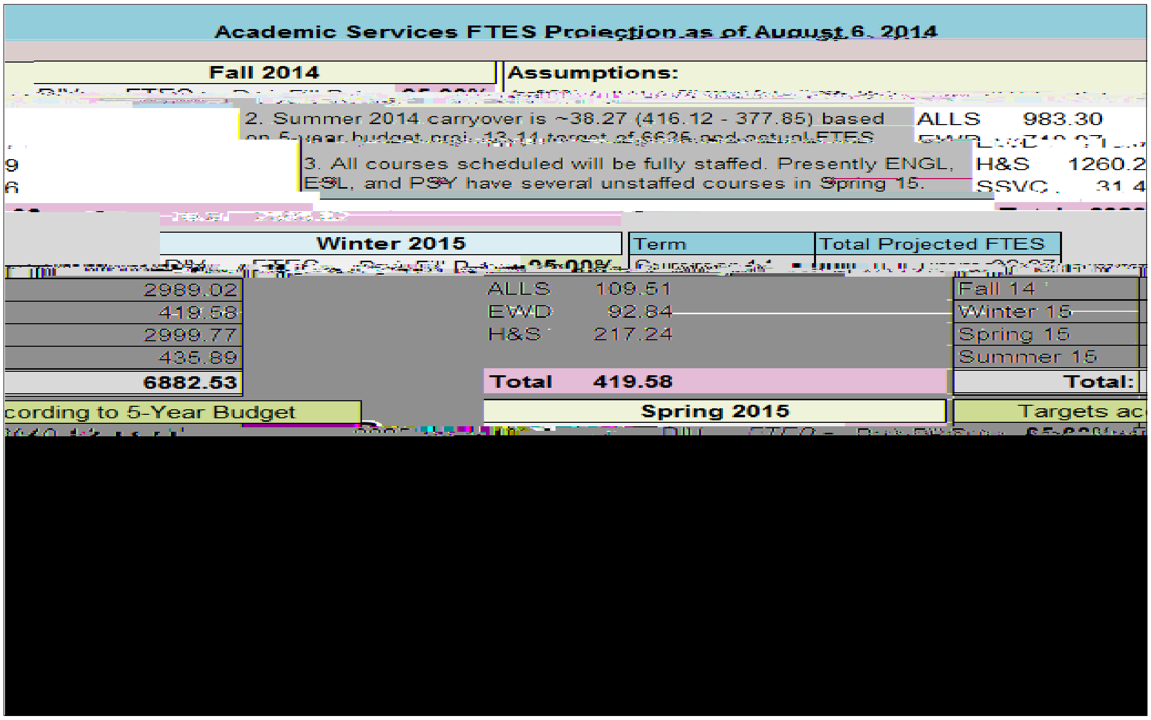
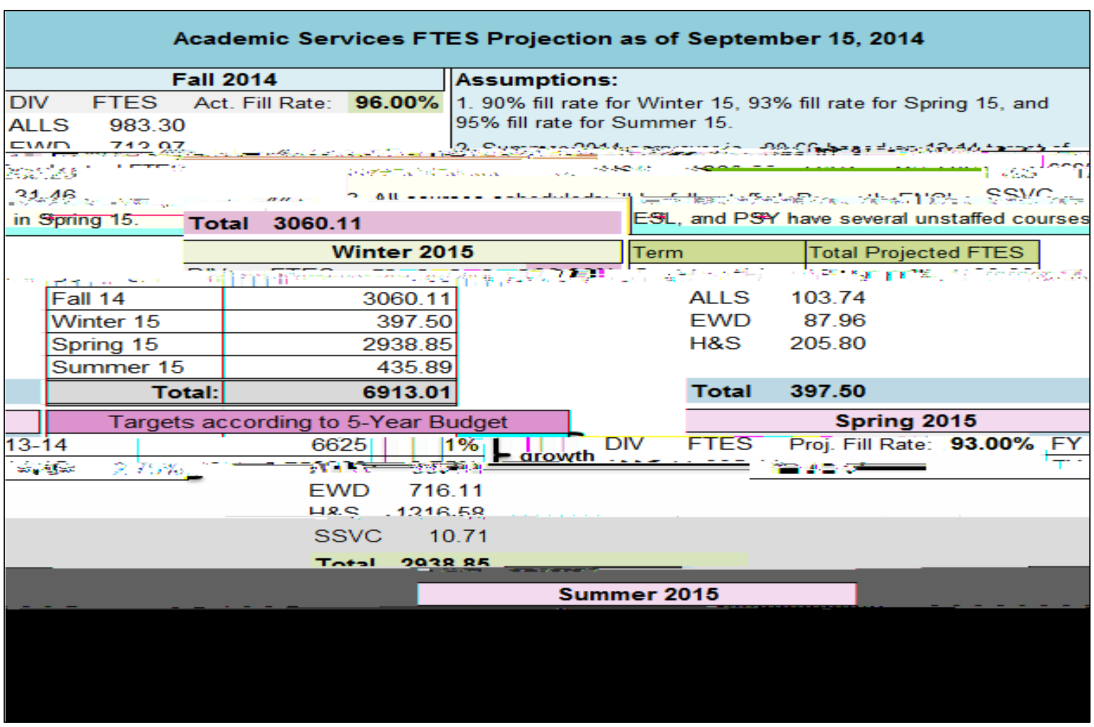


Figure 16 September 15, 2014, FTES Projection



The College's projection of FTES revenue will be viewed as a trend based on the labeled assumptions as reflected in the tables above rather than as a prediction of exact numbers. The College believes that its projection is reasonable based on its review of all available relevant data.

III.D.3.a: The institution has sufficient cash flow and reserves to maintain stability, strategies for appropriate risk management, and develops contingency plans to meet financial emergencies and unforeseen occurrences.

For 2013-20

College an opportunity to address this liability without further encroachment of precious General Fund dollars, as it will have the opportunity to simply redirect these funds to the

In its letter to the College dated February 2014, the Financial Reviewer Panel expressed concern with the College’s use of unrestricted General Fund monies to make up for shortfalls in the Child Development Center Fund, as well as other categorical programs. Specifically, the letter states that “the college paid or subsidized the programs by augmenting them with funds to pay all costs incurred…taking a priority status that has not been discussed.”[46] Since this disclosure, other enhanced financial requests, and 3) the financial impact the program or service would have on existing and future budgets.

Under the new program review timeline,[40] evaluation of the current year's budget falls early in the spring semester. This affords additional time for the Budget and Fiscal Planning Committee to evaluate the budget process following the entire program review cycle to answer the following questions:

- Did the College address the unmet needs?
- Did this process lead to a balanced budget?
- Was there a timely feedback process?
- Was it easy to assign and track responsibility?
- Was spending tied to the mission?

stated, “This College is greater than any one group or individual, and we all must take actions that benefit the long term needs of the College…we simply do not have any choice but to adjust our expenses to fit our available income.”[53]

The External Evaluation Team Report of April 2014 recommended “that the College accelerate its efforts and, if necessary, take drastic steps to come into full compliance in the next year”[54] The College believes that the steps explained in this response are indeed substantial and effective, allowing the College to meet both the Standards set by the Accrediting Commission for Community and Junior Colleges and the goals the College has set for itself. The processes described above confirm that the Commission’s recommendation to develop a financial strategy that results in balanced budgets, maintain minimum prudent reserve levels, and address long-term financial commitments including other post-employment benefits cost, g goaoubeen fully

[29] REC.8.29 Budget Letter of Transmittal 2014-15
[30] REC.8.30 Schedule C 2nd Principal Apportionment 2013-14
[31] REC.8.31 Chancellors Budget Workshop State Economic and Fiscal Forecast 7-28-14
[32] REC.8.32 Advance Apportionment 2014-15
[33] REC.8.33 FTES Dashboard
[34] REC.8.34 Final Adopted Budget 2013-14
[35] REC.8.35 Final Adopted Budget 2014-15
[36] REC.8.36 Multi-Year Budget Projection 2014-2015 Adopted Budget
[37] Tc 0 Tw 14.916 0.001 Tc 0.001 Tw 16.41 021.4C