



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

Chairperson
LURELEAN B. GAINES
East Los Angeles College

Vice Chairperson
MICHAEL T. ROTA
University of Hawaii

President
BARBARA A. BENO

Vice President
SUSAN B. CLIFFORD

Vice President
STEVE MARADIAN

Vice President
GARMAN JACK POND

Associate Vice President
LILY OWYANG

June 30, 2010

07-06-2010 P01:47

Dr. Dawn Lindsey
Interim Superintendent/President
Glendale Community College
1500 North Verdugo Road
Glendale, CA 91208

Dear President Lindsey:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting June 9-11, 2010, reviewed the institutional Self Study Report, the report of the evaluation team which visited Glendale Community College Monday, March 15-Thursday, March 18, 2010, and the additional material submitted by the College. The Commission acted to **issue Warning** and to ask that Glendale Community College correct the deficiencies noted. The College is required to complete two Follow-Up Reports. Both reports will be followed by a visit of Commission representatives. The first Follow-Up Report is due by **March 15, 2011**; the second will be due **March 15, 2012**.

Warning is issued when the Commission finds that an institution has pursued a course of action which deviates from the Commission's Eligibility Requirements, Standards of Accreditation, or policy to an extent that raises a concern regarding the ability of the institution to meet Accreditation Standards. The accredited status of the institution continues during the Warning period. However, the institution's accreditation will not be reaffirmed until the conditions which warranted the Warning are resolved. The Warning is being issued at this time for deficiencies identified in the team report and associated with Recommendations 1, 4, 5, and 6.

The Follow-Up Report of March 15, 2011 should demonstrate resolution of the deficiencies associated with the recommendations noted below:

Recommendation 1: Building on a recommendation made by the 2004 evaluation team, the team recommends that the college strengthen the linkages among the program review, planning and resource allocation processes in order to:

- Establish and publish a clear timeline and specific outcomes for the integration of the planning processes;
- Establish and implement formal and systematic processes for assessing the effectiveness of the planning, program review, and resource allocation processes that include clear measures of effectiveness and direct evidence;
- Ensure that the implementation of integrated planning and resource allocation is not solely dependent upon the receipt of new revenue, but rather focuses on continuous improvement even if this requires reallocating or reprioritizing the use of existing resources;
- Assign administrative responsibility and accountability for the implementation of plans;
- Align the program review cycle and the annual planning and budget cycles to ensure that planning and resource allocation are data-driven and based upon annual outcome measures;
- Clarify, document and review the multiple paths for requesting resources;
- Ensure an integrated process for continuous improvement of the planning process; and
- Facilitate increased campus wide awareness and understanding of the college's integrated planning and decision-making processes

(Standards IB.2, IB.3, IB.4, IB.6, IB.7, IIIA.6, IIID.1.a, IIID.1.b, IIID.3).

Recommendation 4: As recommended by the 2004 evaluation team, the team recommends that the college complete all overdue employee evaluations, as required by Board policy and employee collective bargaining agreements, including fully implementing professional development plans to ensure that all staff obtain the necessary skills to satisfactorily perform their jobs (Standards IIIA.1.b, IIIA.5). The team also recommends that the evaluation processes of faculty and others responsible for learning clearly identify how the effectiveness of producing outcomes is addressed as a component of their evaluation (Standard IIIA.1.c).

Recommendation 5: The team recommends that the college use all traditional, federally-recognized Equal Employment Opportunity (EEO) ethnic categories in order to develop a comprehensive approach in describing and planning for the diversity of faculty and staff at the college (Standard IIIA. 4).

Recommendation 6: As recommended by the 2004 evaluation team, the team recommends that the college move quickly to implement long range planning in Information and Technology Services that is linked to budget allocation (Standard IIIC.).

Dr. Dawn Lindsey
Glendale Community College
June 30, 2010
Page Three

I wish to inform you that under U.S. Department of Education regulations, institutions out of compliance with standards or on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation. Glendale Community College must correct the deficiencies noted above no later than March 15, 2011. The Commission also notes that Recommendations 1, 4, 5 and 6 concern deficiencies first identified by the 2004 comprehensive evaluation team, and must be resolved.

The Follow-Up Report of March 15, 2012 should demonstrate resolution of the deficiencies associated with the recommendations noted below:

Recommendation 2: The team recommends that the institution accelerate its efforts to develop and implement Student Learning Outcomes (SLO) assessment measures at the course, program and institutional levels to ensure ongoing, systematic, data driven improvement of student learning in order to meet the proficiency level of the Institutional Effectiveness Rubric for Student Learning Outcomes by 2012 (Standards IIA.1.a, IIA.1.c, IIA.2.a, IIA.2.b, IIA.2.e).

Commission Reminder: The Commission expects that institutions meet standards that require the identification and assessment of student learning outcomes, and the use of assessment data to plan and implement improvements to educational quality, by fall 2012. The Commission reminds Glendale Community College that it must be prepared to demonstrate that it meets these standards by fall 2012 (Standards I.B.1, II.A.2.e, II.A.2.f, II.B.4, and II.C.2).

Recommendation 3: The team recommends that the college ensure that all major policies affecting students are published in an accessible manner in such publications as the catalog, including the Academic Freedom Policy, transfer of credit and the process for sexual harassment complaints (Standard IIB.2).

Recommendation 7: Building on the recommendation of the 2004 evaluation team, the team recommends that the college address the issue of inadequate staffing levels for its maintenance and custodial functions, including training to increase efficiency and productivity, as well as the lack of security between the hours of midnight and 6:00 a.m. (Standards IIIA.5, IIIB.1.b).

Recommendation 8: The team recommends that the college take the necessary steps to ensure the safety of the servers so that the system does not shut down due to overheating (Standard IIIB.2.a).

Dr. Dawn Lindsey
Glendale Community College
June 30, 2010
Page Four

Recommendation 9: The team recommends that the college develop and **implement** a plan for funding its long-term employee liability under Governmental Accounting Standards Board (GASB) 45 (Standard IIID.1.c).

The college conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in the self study report be incorporated into the institution's operational work to support the continuing improvement of Glendale Community College.

The recommendations contained in the Evaluation Team Report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the college is expected to use the team report to improve educational programs and services, and is expected to resolve the issues identified by the Commission.

I have previously sent you a copy of the Evaluation Team Report. Additional copies may now be duplicated. The Commission requires you to give the team report and this letter dissemination to your College staff and to those who were signatories of your college Self Study Report. This group should include the campus leadership and the Board of Trustees. The Commission also requires that the team report and the Self Study Report be made available to students and the public. Placing copies in the college library can accomplish this. Should you want an electronic copy of the report, please contact Commission staff.

Finally, ACCJC staff is available to assist the college with consultation and advice on the recommendations identified above.

On behalf of the Commission, I wish to express continuing interest in the institution's educational quality and students' success. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno, Ph.D.
President

BAB/tl

cc: Ms. Jill Lewis, Accreditation Liaison Officer
Board President, Glendale Community College
Dr. Constance Carroll, Team Chair