



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

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June 30, 2011

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

Dear President Lindsay:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting June 8-10, 2011, reviewed the Follow-Up Report submitted by Glendale Community College and the report of the evaluation team which visited Monday, April 4, 2011. The Commission took action to **remove Warning, reaffirm accreditation**, and require that Glendale Community College complete the Follow-Up Report as previously noted in the June 30, 2010 Commission action letter. However, the requirements of the report have changed due to the College's diligence in meeting Recommendations 3 and 7. This report will not require a visit of Commission representatives.

The Commission asks that a Follow-Up Report be submitted by **March 15, 2012**. The Report should demonstrate the institution has addressed the recommendations noted below, resolved the deficiencies, and now meets Accreditation Standards.

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;

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- 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).

With regard to Recommendation 1 above, the 2011 visiting team noted that a full cycle of the new process with the allocation of resources and evaluation of the process had yet to be completed. The College should report on the completion of this cycle and the results of its evaluation in the 2012 report.

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 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).

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).

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 by **March 2012** or the Commission will be compelled to act.

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The Follow-Up Report will become part of the accreditation history of the college and should be used in preparing for the next comprehensive evaluation. I have previously sent you a copy of the Evaluation Team Report. Additional copies may now be duplicated. The Commission requires that you give the report and this letter appropriate dissemination to your college staff and to those who were signatories of your college report. This group should include campus leadership and the Board of Trustees. The Commission also requires that all reports be made available to students and the public. Placing a copy on the college web site can accomplish this. Should you require an electronic copy of the report, please contact Commission staff.

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 institutional 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 District
Mr. Anthony Cantu, Team Chair