FOLLOW-UP REPORT

Submitted by:

Monterey Peninsula College
980 Fremont Street
Monterey, CA 93940

Submitted to:

Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

November 1, 2018

CERTIFICATION OF FOLLOW-UP REPORT

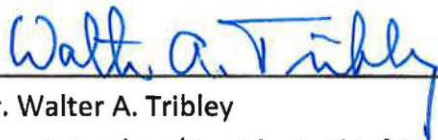**Date:** November 1, 2018

To: Accrediting Commission for Community and Junior Colleges
     Western Association of Schools and Colleges

From: Dr. Walter A. Tribley
     Superintendent/President
     Monterey Peninsula College
     980 Fremont Street
     Monterey, CA 93940

This Follow-Up Report is submitted to fulfill the requirements from the June 13, 2018 Action Letter to the Superintendent/President.

We certify there was broad participation/review by the campus community and believe this Report accurately reflects the nature and substance of this institution.

Signatures:

_____   10/24/18
Dr. Walter A. Tribley   Date
Superintendent/President, Chief Executive Officer

CHARLES BROWN, VICE CHAIR
_____   10/24/18
FOR. Ms. Marilynn Dunn-Gustafson   Date
Chair, Board of Trustees

_____   10/24/18
Ms. Kiran Kamath   Date
Accreditation Liaison Officer, Chief Instructional Officer

_____   10/24/18
Dr. Heather Craig   Date
Academic Senate President

STATEMENT OF FOLLOW-UP REPORT PREPARATION

The Superintendent/President of Monterey Peninsula College received the Action Letter dated June 13, 2018 from the Commission on June 14, 2018. The letter stated that the Commission reviewed the Follow-Up Report of March 15, 2018 and related evidentiary materials submitted by the College at its June 6-8, 2018 meeting.

The Commission also considered:
   (1) The Peer Review Team Follow-Up Report (Team Report) submitted by the follow-up team that visited the College in April 2018;
   (2) the written response to the Team Report submitted by the Superintendent/President of the College to the Commission prior to the June 2018 Commission meeting; and
   (3) the spoken testimony of the Superintendent/President, Director of Institutional Research, and Vice President of Administrative Services (VPAS).

The letter further stated that upon consideration of the information noted above, the Commission took action to **"Remove Probation and Reaffirm Accreditation for 18 months** and **require a Follow-Up Report, due November 1, 2018".**   The Action Letter stated that the College must demonstrate compliance with Standards I.B.7 and I.B.9 as addressed in Recommendation 4 and include it in this Follow-Up Report.

The Superintendent/President immediately notified the College community by email (I-01), and posted the Action Letter and Team Report, as required, on the College website (I-02).

The Superintendent/President assigned the responsibility of addressing Recommendation 4 to the Interim Dean of Planning, Research, and Institutional Effectiveness (PRIE), the Vice President of Administrative Services, and the Committee for Planning, Research, and Institutional Effectiveness (PRIE) per the timeline. The College's Accreditation Liaison Officer (ALO) established the timeline of activities to meet the deadline of November 1, 2018 for the Follow-Up Report (I-03).

The Superintendent/President addressed the PRIE Committee at its June 22, 2018 meeting to stress the importance of its charge, and the need to begin work immediately (I-04). The Superintendent/President informed the College of the progress of work completed during the summer at the fall 2018 Flex Day on August 16, 2018 (I-05, p. 8).

All units and constituencies of the College community were kept informed of the progress on Recommendation 4 through regular reports by the Superintendent/President at participatory governance meetings such as the President's Advisory Group and at management team meetings. The ALO, Interim Dean of PRIE, and members of the PRIE Committee gave regular updates at meetings of participatory governance groups, as well as at meetings of the Academic Senate (I-06, I-07). The Superintendent/President spearheaded the regular progress update towards meeting Recommendation 4 as the first item in *New Business* at the monthly meetings of the Board of Trustees (I-08, I-09).

The PRIE Committee, Interim Dean of PRIE, and Vice President of Administrative Services worked diligently to address Recommendation 4. The progress is recorded in the minutes of PRIE Committee meetings from June 22, 2018 through September 17, 2018. (Relevant sections of the minutes have been highlighted in the evidence to aid the reader.)

The Interim Dean of PRIE served as a lead writer and prepared the initial draft of the report along with the supporting evidence. The draft report was finalized and edited by the ALO in early October. The final draft was presented and discussed in participatory governance groups in mid-October, including at a joint meeting of the Cabinet and the President's Advisory Group on October 23, 2018. The final report was approved by the Board of Trustees at the regular Governing Board meeting on October 24, 2018. (I-10, I-11, I-12, I-13, I-14)

Evidence:

I-01   Superintendent/President's ALL USERS Email 06-14-18
I-02   MPC Accreditation Website
I-03   November 2018 Follow-Up Report Timeline
I-04   PRIE Committee Minutes 06-22-18
I-05   Superintendent/President's Flex Day Presentation 08-16-18
I-06   Academic Senate Agenda 10-04-18
I-07   Academic Affairs Advisory Group Minutes 10-03-18
I-08   Excerpts from Governing Board Agendas 06-27-18 and 09-26-18
I-09   Board Presentation PowerPoint 09-26-18
I-10   PRIE Committee Agenda 10-15-18
I-11   Academic Affairs Advisory Group Agenda 10-17-18
I-12   Academic Senate Agenda 10-18-18
I-13   Joint meeting Cabinet-President's Advisory Group Agenda 10-23-18
I-14   Governing Board Agenda 10-24-18

RESPONSE TO RECOMMENDATION 4

Recommendation Identified by the Commission (as stated in the June 2018 Action Letter): In order to meet the Standards, the College needs to engage in continuous, broad-based, systematic evaluation, and planning. The institution needs to integrate program review, planning, and resource prioritization and allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality. Institutional planning needs to be linked to short-range and long-range needs based on assessment of student learning and student achievement data. (Standards I.B.7 and I.B.9)

Resolution of the Recommendation:
In its Action Letter of June 2018, the Commission affirmed the peer review team's conclusion with regard to Recommendation 4 (Standards I.B.7 and I.B.9): "The College needs to complete the evaluation cycle and review the effectiveness of the [integrated planning] process in order for it to become continuous, broad-based, and systematic. The College also needs to complete its Integrated Planning Handbook."

Further building on the improvements to integrated planning implemented between October 2016 and March 2018, the College has taken the following actions to address Recommendation 4:

1. The College finalized its *Integrated Planning Handbook* in June 2018. The Handbook is posted on the College website.
2. The PRIE Committee completed the planned evaluation of improvements implemented during the annual planning and resource allocation cycle for the 2017-18 academic year, in order to identify areas for continued improvement.
3. The PRIE Committee developed and tested a rubric for prioritizing resource requests, in order to allocate funds budgeted for Program Review in the 2018-19 adopted Final Budget, and make additional improvements to the prioritization and allocation process prior to the beginning the 2019-20 budget development cycle.

Actions Taken to Address Recommendation 4

1. The College finalized its *Integrated Planning Handbook* in June 2018. The Handbook is publicly available on the College website.

    The College finalized its *Integrated Planning Handbook* (R4-01) in June 2018, after collegial dialogue within the campus community during the spring 2018 semester. All college personnel were invited to provide feedback and comments on the draft Handbook in late April 2018 (R4-02, R4-03). The Academic Senate provided comments and support at its April 19 and May 3, 2018 meetings (R4-04). The PRIE Office consolidated the feedback that emerged from these discussions and completed final editing of the document in late May, 2018 and the PRIE Committee recommended adoption of the final draft at its June 22, 2018 meeting (R4-05). The *Integrated Planning Handbook* was posted on the College website in July 2018 and it is publicly available to view and download (R4-06).

2. The PRIE Committee completed a planned evaluation of the improvements implemented during the annual planning and resource allocation cycle for the 2017-18 academic year, in order to identify areas for continued improvement.

    As the PRIE Committee planned and implemented systemic improvements to its annual planning and resource allocation cycle for the 2017-18 academic year, it stressed the importance of conducting formative (i.e., ongoing) evaluation throughout the implementation in order to ensure the changes were effective and broadly understood. Members of the PRIE Committee and the Office of PRIE participated in department, division, and committee meetings, where members discussed or worked on elements of the new process, to gain "real-time" feedback about the effectiveness of the process. This approach allowed the College to be nimble in the short-term, clarifying and making minor adjustments where needed, while still planning for more large-scale future improvements for the 2018-19 program review cycle (e.g., the development of a robust resource request prioritization rubric). At the same time, the PRIE Committee made plans for a more formal summative evaluation once the cycle was completed (R4-07, R4-08, R4-09).

    To facilitate the evaluation, members of the PRIE Committee and the Office of PRIE revised the College's survey template to gather feedback on the annual planning and resource allocation process implemented in the 2017-18 academic year. Specifically, the survey sought to gather information about participation and engagement, identify strengths and weaknesses, and generate ideas for further improvement (R4-10). The

Office of PRIE administered the survey to all College personnel for two weeks at the beginning of the fall 2018 semester (R4-11).

Members of the PRIE Committee discussed the potential areas for improvement emerging from the survey results (R4-12, R4-13). The results of this evaluation were considered alongside with the results of the resource prioritization and allocation practices (discussed further below). This approach enabled a more holistic consideration of the effectiveness of the College's improved integrated planning process. As a result of this discussion, the PRIE Committee documented specific areas of the integrated process to improve in the 2018-19 annual program review cycle (R4-14). The Office of PRIE implemented immediate improvements to the Action Plan templates before initiating the 2018-19 annual program review process.   Specific improvements that emerged from the evaluations included modifications to the Action Plan form (such as clarify language, add fields to indicate the potential resource request funding source) as well as requests to clarify timelines and provide additional training and support. The Office of PRIE has also used the results of this evaluation to inform the interface for program review and resource allocation processes as the College transitions to these modules in TracDat in fall 2018.

3. The PRIE Committee developed and tested a rubric for prioritizing resource requests, in order to allocate funds set aside for program review in the 2018-19 adopted Final Budget, and make additional improvements to the prioritization and allocation process prior to beginning the 2019-20 budget development cycle.

    In an ongoing effort to improve the effectiveness of its integrated planning processes, the College determined that the criteria for resource prioritization and allocation could be clarified further. During a debriefing discussion of the budget development process in March 2018, the PRIE Committee recommended that a rubric for request prioritization be developed in order to strengthen the links between unit and institutional planning (R4-15). The rubric was drafted by a work group comprised of four members of the PRIE Committee (two faculty and two administrators), and after further discussion and refining by the full PRIE Committee, the rubric was recommended for use starting with the 2018-19 program review and planning cycle (i.e., for the development of the budget for 2019-20) (R4-16, R4-17). The rubric was designed to consider resource requests based on criteria that include program review, learning outcomes assessment, and institutional goals. Other important and relevant criteria, such as programmatic accreditation requirements and/or health and safety regulations,

also need to be considered as demonstrated from the types of resource requests received.

To ensure the effectiveness of the rubric prior to using it to prioritize resource requests for inclusion in the 2019-20 budget, the College conducted a prototype test of its improved prioritization and allocation process at the beginning of the fall 2018 semester. An expanded PRIE Committee comprised of the members of the PRIE Committee, the Vice President of Advancement, and the Dean of CTE used the rubric to score and prioritize requests that had not yet been funded or that had been only partially funded during the development of the 2018-19 budget (R4-18). This process resulted in a prioritized list of resource requests (R4-19, R4-20). The President's Cabinet reviewed and endorsed this prioritized list. With the exception of resource requests for professional development, which were being funded through other efforts supported by categorical funds, the President's Cabinet allocated funds down the prioritized list based on the funds set aside for the program review, planning, and resource request process (R4-21, R4-22).

As part of testing the rubric prototype, members of the expanded PRIE Committee immediately debriefed the resource prioritization process to evaluate what went well and to identify areas for improvement (R4-23). A member of the Office of PRIE observed the meeting for the purpose of conducting a qualitative process-evaluation (R4-24). At the following meeting of the PRIE Committee, members reviewed the evaluation results and confirmed areas for immediate improvement, which included -- incorporating a budget request mechanism into the Action Plan form, providing examples of well written requests to serve as a model (and to set expectations), and disseminating the rubric to the College in advance to strengthen the quality of resource requests (R4-25).

Members from the Office of PRIE have been presenting the process along with the rubric to continue to educate the campus community. The Interim Dean of PRIE provided training on the process to division chairs and program leads, and gathered suggestions to further clarify documents and instructions in support of continuous improvement (R4-26, R4-27, R4-28). The PRIE Committee and the Office of PRIE will continue to implement the suggestions for improvement emerging from the evaluation during the fall 2018 semester to support better integration of data analysis, action plans, request prioritization, and resource allocation processes for the development of the 2019-20 budget.

Conclusion

This Follow-Up Report, along with the supporting evidence, document that the College has integrated program review, planning, resource prioritization and allocation into a comprehensive process that leads to improving institutional effectiveness and to achieving the mission of the College. Student learning and achievement data have been incorporated into program review and resource prioritization to ensure that integrated planning promotes student success and achievement. The College has evaluated the effectiveness of its process and is actively using the results of its evaluations to implement improvements that strengthen and streamline its practices. By embedding evaluation mechanisms into its planning cycle, the College has created a mechanism for continuous improvement to integrated planning. There is broad understanding of the program review, planning, and resource allocation process.

Recommendation 4 has been met and the College is in full compliance with Standards I.B.7 and I.B.9.

Evidence:

R4-01   Integrated Planning Handbook
R4-02   ALL USERS Email Requesting Handbook Feedback
R4-03   Excerpt from PAG Minutes, 04-10-18
R4-04   Excerpts from Academic Senate Minutes, 04-19-18, 05-03-18
R4-05   PRIE Committee Minutes, 06-22-18
R4-06   Public Integrated Planning Website
R4-07   PRIE Committee Minutes, 04-02-18
R4-08   PRIE Committee Minutes, 06-22-18
R4-09   Process Evaluation Timeline, July 2018
R4-10   Survey Instrument for Annual Program Review Update Evaluation
R4-11   Survey Email Sent via ALL USERS 08-14-18
R4-12   Survey Results Presentation, 09-17-18
R4-13   PRIE Committee Minutes, 09-17-18
R4-14   Summary of Areas for Improvement, 09-17-18
R4-15   PRIE Committee Minutes, 03-05-18
R4-16   Prioritization Rubric, June 2018
R4-17   PRIE Committee Minutes, 06-22-18
R4-18   PRIE Committee Minutes, 08-20-18
R4-19   PRIE Committee Minutes, 09-07-18

R4-20   Prioritized List of Resource Requests, 09-07-18
R4-21   President's Cabinet Resource Allocation Decisions, 09-10-18
R4-22   Summary of Funded Items by Division
R4-23   PRIE Committee Minutes, 09-07-18
R4-24   Resource Prioritization Evaluation Report, 09-07-18
R4-25   PRIE Committee Minutes, 09-17-18
R4-26   Program Review Process Email to AAAG, 10-10-18
R4-27   Program Review Process Overview for AAAG, 10-10-18
R4-28   Prioritization Rubric for 2019-20 Resource Requests