

PROGRESS REPORT

*Submitted to the Accrediting Commission
for Community and Junior Colleges,
Western Association of Schools &
Colleges on March 15, 2007*

Solano Community College
4000 Suisun Valley Road
Fairfield, CA 94534-3197



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CERTIFICATION OF THE ACCREDITATION PROGRESS REPORT

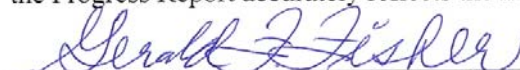
Date: March 8, 2007

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


FROM: Solano Community College
4000 Suisun Valley Road
Fairfield, California 94534

This Accreditation Progress Report is submitted for the purpose of assisting in the determination of accreditation status.

We certify that there was broad participation by the campus community, and we believe the Progress Report accurately reflects the nature and substance of this institution.



Gerald F. Fisher Interim Superintendent/President




Pam Keith President, Governing Board



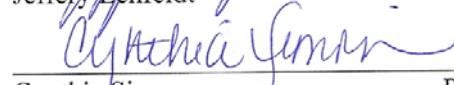
Diane White President, Community College Association/CTA/NEA



Gail Kropp Academic Senate President



Jeffery Lenfeldt President, Operating Engineers, Local 39



Cynthia Simon President, California School Employees Association



Shawn Bee President, Associated Students of Solano College



Marjorie Carson, Ed.D. Chair, Accreditation Response Team Steering Committee



Marjorie Carson, Ed.D. Accreditation Liaison Officer

Statement on Report Preparation

Solano Community College is pleased to submit this Progress Report as a summary of institutional progress made in response to the eight recommendations of the 2005 Accreditation Visiting Team. The Liaison Officer prepared the report in consultation with faculty, students, staff, and Governing Board members. The Accreditation Steering Committee took a key leadership role in addressing each of the recommendations, as did the Shared Governance Council, the Academic Senate, and the Financial and Budget Planning Advisory Council (FABPAC). Each of these governing bodies is comprised of constituency membership. The President's Executive Council guided and supported the work. Draft copies of the Progress Report responses have been posted to everyone on the College e-mail and on the Intranet periodically throughout the months of September 2006 through January 2007, at which time final edits commenced. Official membership lists of each of the governing groups listed in this statement are provided in the index of this report.

Progress Report

Solano Community College

Introduction and Overview

At its meeting on January 11-13, 2006, the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, acted to reaffirm the accreditation of Solano Community College, with a requirement that the College complete a Progress Report, to be submitted by March 15, 2007, followed by a visit from Commission representatives. The College was directed to focus its Progress Report on the eight recommendations and concerns made by the visitation team on their comprehensive evaluation visit to Solano Community College on October 25-27, 2005. The recommendations and concerns addressed the need to improve institutional dialogue, planning and effectiveness; student learning outcomes; library resources; staffing and organizational stability; fiscal integrity and stability; and leadership.

The Progress Report addresses each of the eight recommendations described in the evaluation team report and listed in this executive abstract summary. Documentation is provided as evidence of progress made on each recommendation. This Progress Report is submitted in compliance with the Commission's accreditation requirement. Specifically, this report focuses on the recommendations and concerns as shared in the Accrediting Commission January 31, 2006, letter to Dr. Paulette J. Perfumo, Superintendent/President, Solano Community College.

Responses

Using the numeration and ordering provided by the Commission, the College presents the following responses:

General Recommendation 1: Improving Institutional Dialogue

The College should broaden the self-reflective dialogue about the continuous improvement of student learning and institutional effectiveness among and between faculty, staff and administrators within and across different divisions of the College as well as between the Board and President and vice presidents in order to increase college unity and teamwork (I.B.1, II A.1.c, II.A.2.a, II.A.2.b, II.A.2.f, II.B.3, IV.A.1, IV.A.3, IV.B.1, IV.B.1.c, IV.B.2.b).

Broadening Self-Reflective Dialogue

A series of meetings took place in spring 2006 to address the need to improve ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes. The first institutional meeting addressed **“Block Scheduling”** and was held on May 4, 2006. Recommendations for future forums, as well as ways in which more members of the College could be encouraged to participate in governance, resulted from this meeting. The full spring 2006 plan and notes from the May 4, 2006, meetings are provided as documentation. [Evidence #1.](#)

The second meeting, **“Best Practices in Student Learning and Institutional Effectiveness - Communications (How Can We Improve on What We Already Do?)”**, facilitated by Dr. Emily Blair, Professor of English, took the shape of a “town hall meeting” and was held on September 21, 2006. Representatives from all constituency groups of the College, including students, attended the lively discussion. Notes from that forum are provided as [Evidence #2.](#)

A third forum, also facilitated by Dr. Blair, English Professor, was held on October 19, 2006. The focus of that forum was **“Best Practices in Student Learning and Institutional Effectiveness - Improving Campus Unity.”** Held in the Student Union Building to encourage wide participation, this third forum continued to broaden self-reflective exchanges. Notes from that forum are provided as [Evidence #3.](#)

A fourth forum was held on November 29 and 30, 2006, entitled **“Best Practices in Student Learning and Institutional Effectiveness - Student Success and Persistence,”** co-facilitated by Rob Simas, Director of Research and Planning and Catherine Fites, Dean of Admissions and Records. Notes from that forum are provided as [Evidence #4.](#)

The series of four forums emphasized the desire of the College community for this type of opportunity to share in and contribute to issues of importance to the continuous improvement of Solano Community College student learning and institutional

effectiveness across different divisions of the College between and among students, faculty, staff, and administration, as well as between the Board and President and Vice Presidents.

Outcomes from the forums have contributed to the further development of the Strategic Plan and the Educational Master Plan, as further detailed in subsequent sections of the Progress Report. Based on the positive responses from forum participants, three additional forums are being held in spring 2007. [Evidence #5](#).

Additionally, Student Services has initiated a year-long schedule of inter-departmental meetings to improve self-reflective dialogue. That schedule and minutes are provided as [Evidence #6](#).

Institutional Effectiveness and the College Educational Master Plan

In March 2006, the Superintendent/President proposed an initiative entitled VISION 2020 to forecast the needs and opportunities for the future of the Solano Community College District and the greater community. The College retained the firm of Moore, Iacofano, Goltsman, Inc., (MIG) to conduct research, including a comprehensive environmental scan of demographics within and adjacent to our service area; economic forecasting; competitors' programming; faculty and staff input; enrollments; students' success rates, and economic business climate leading to an updated Educational Master Plan scheduled for completion in the spring of 2007.

In July 2006, MIG and the Superintendent/President held a series of six VISION 2020 community meetings, two each in Fairfield, Vallejo, and Vacaville, to solicit input from and engage in dialogue with the community. Over 2,400 invitations were sent out to the community at large, including special invitations to business and civic leaders. An invitation to participate in person or to submit a survey was posted on the College Web site. Subsequently, MIG requested faculty, educational administrators, and staff to submit responses to a survey addressing the strengths and weaknesses of their respective programs from which MIG developed a rationale for potential directions for each program.

MIG also led a series of forums on the campus to engage faculty, staff, and students. Toward the end of the fall semester 2006, MIG presented preliminary survey assessment information to the Academic Senate, Curriculum Committee, Division Deans, and other educational administrators. The dynamic discussion between MIG and campus members clarified how the information MIG gathered could be used more effectively to guide the College in its planning process. Notes from these forums are provided as [Evidence #7](#).

The College Strategic Plan

Throughout the 2006/2007 academic year, the College community has debated and selected seven college-wide, long-term strategic goals--quality teaching and learning, student access, institutional diversity, organizational development, technology, fiscal

strength, and community relations--going beyond the annual operational level goals of past planning. The charge has been to build a road map that will result in budget allocations and facilities assignments, along with information technology infrastructure, so that the College can actually achieve its strategic goals and assess its success in doing so, moving away from past practices of planning without closing assessment loops.

In collaborative settings across organizational lines, the College developed objectives to achieve each strategic goal. For each objective, the divisions are creating a series of measurable activities with identified data collection elements. The Academic Senate, the Shared Governance Council, and the Accreditation Response Steering Committee Team are reviewing and discussing developed objectives. The Shared Governance Council, chaired by the Superintendent/President, will validate the integrity of the goals and objectives, which make up the key elements of the Strategic Plan. Agendas and minutes are provided as [Evidence #8](#). The College anticipates that the first cycle for the Strategic Plan will be completed at the end of the 2006/2007 academic year, as provided in Evidence #13.

Student Learning Outcomes

The Academic Senate and its Student Learning Outcomes Task Force has initiated a lively campus-wide debate to create a Solano Community College model of Student Learning Outcomes (SLOs) for courses, programs, certificates, and degrees. General Recommendation 4 addresses the process and documents the progress the College has made in writing and using SLOs to assess and improve student learning and institutional effectiveness. Listings of the committees, members, agendas, minutes, handbooks, and calendars are provided as [Evidence #9](#).

General Recommendation 2: Improving Institutional Planning

In order to improve institutional planning, the College should clarify and simplify its terminology and processes used in planning so that the vocabulary is more easily understood and accepted institutionally, the processes are more integrated, and the plans actually get implemented. (I.A.4, I.B.3, ER 19)

The College Accreditation Response Steering Committee met during the spring 2006 semester to outline an approach to address the recommendations. An action plan was developed, and significant progress has been made. The Action Plan for Accreditation Team Recommendations from October 2005, adopted in spring 2006, is provided as [Evidence #10](#).

The College enlisted the services of Dr. Andreea Serban, President of the Research and Planning Group for the California Community Colleges, to consult with the College on the development of a new strategic planning process. An initial informational meeting, held on July 19, 2006, engaged all of the administrative leadership in a **“Discussion and Refinement of Planning Processes and Assessment of Institutional Effectiveness.”**

Dr. Serban also provided a training session for the Governing Board. The training manual, agenda, and Board minutes are provided as [Evidence #11](#).

As a result of Dr. Serban's training, Solano Community College assessed its needs and adopted its own version of a strategic planning model, based on the Cabrillo College Plan, which addressed the goals, objectives, and strategies of the College in a simplified and integrated manner.

The results of the subsequent research and data gathering were presented for review to the campus community at follow-up workshops held in September 2006. An in-service presentation was held for Student Services faculty and staff on September 12, 2006; an all-day workshop was held for campus leadership groups to review and update the work on the newly developed plan on September 15, 2006; and an in-service to further develop strategies to implement the plan objectives was held on October 13, 2006.

The Shared Governance Council will evaluate the effectiveness of the planning process and review the progress of the Strategic Plan annually. Documentation of Shared Governance Council review is provided as [Evidence #12](#).

The Plan is driving the development of the 2007/2008 general fund budget, and the senior administrative leaders have been assigned responsibility to ensure the long-term, ongoing use including the continuous improvement of the new Solano Strategic Plan. The new Strategic Plan document for 2006/2009 is provided as [Evidence #13](#).

General Recommendation 3: Improving Institutional Effectiveness

In order to improve institutional effectiveness the College should establish and implement a clear, systematic, consistent, and ongoing method of measuring and evaluating its effectiveness in achieving stated strategic planning goals and student learning outcomes (I.B.2, I.B.3, I.B.6, I.B.7, ER 10, ER 19).

Adoption of Cabrillo Community College's Strategic Plan format has provided the College with the opportunity to establish annual, data-driven benchmarks to measure and evaluate effectiveness in meeting stated strategic planning goals and student learning outcomes. The Director of Research and Planning has a role in developing appropriate measurable benchmarks and leads in collecting and analyzing the data.

Each of Solano's seven strategic goals with its stated objectives has been assigned to senior administrative leadership for oversight to provide ongoing evaluation of the College's efforts.

To assist individuals in the development and prioritization of their proposals that support goals or become individual objectives, the strategic planning model uses "Strategic Action Groups" (SAGs). One SAG, with cross-functional/departmental representation, is responsible for the review, prioritization, and tracking of all proposals for each one of the seven strategic goals. Annual reports on the progress/outcome of each proposal will be

provided to the Shared Governance Council (SGC), which will serve as the College's planning process review body. The SGC, with the assistance of the Office of Research and Planning, will prepare an aggregated annual report for the Governing Board and the community. Additional detail demonstrating how proposals might be submitted is provided as [Evidence #14](#).

General Recommendation 4: Student Learning Outcomes

Recommendation for Educational Program, Standard II.A.1: The College must develop institutional procedures for the identification of student learning outcomes at the course, program, degree, and institutional level. It must develop a timeline for the accomplishment of this process, and expand this process to include assessment measures for each level, analysis of these assessment efforts, and documentation of how results of the assessments are used to improve student learning. In addition, the College must involve all faculty, including those in Student Services and Library and Learning Resources, in this dialogue and process. (II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.f, II.A.2.h, II.A.1.i, II.A.6.a, II.B.4 and ER 16)

The College is engaged in establishing student learning outcomes (SLOs) for all courses, programs, and degrees and is committed to their full implementation and ongoing use.

During the course of academic year 2005/2006, the Student Learning Outcomes Task Force was transformed into a training body. Seven faculty members are leading the effort in College divisions, including counseling, to create course-level SLOs. Trainers without reassigned time met throughout spring semester 2006. Each Trainer learned the new accreditation standards and was provided with materials and resources to use in leading divisions' drafting of SLOs. The SLOs Training Manual, produced at the end of May 2006, is provided as [Evidence #15](#).

During August 2006 Flex Cal division meetings, the Trainers and the Research and Planning Director conducted SLOs workshops for faculty, including counselors and librarians and, together with the deans, divided the divisions and departments into teams to work on the individual course SLOs. Trainers continue to consult with the teams and individual faculty members as they draft their SLOs and assessments. The Director of Research and Planning maintains the SLOs database and is also consulting with and advising Trainers in the SLOs drafting process. Work on the development and implementation of student learning outcomes at the course level is well underway, with most divisions having completed not only SLOs for gateway courses, but also SLOs for many additional courses and, in some cases, certificates and programs. Example reports from the SLOs database are provided as [Evidence #16](#).

On January 5 and 6, 2007, the Academic Senate President, one Senator, the Curriculum Chair, and the Humanities SLOs Trainer attended the Academic Senate Accreditation Institute. Here they participated in presentations on writing and implementing SLOs and reviewed approaches and frameworks for SLOs implementation currently in use at various community colleges. The Solano Academic Senate President met with Marcy

Alancraig, Cabrillo College Outcomes Coordinator, and one of the organizers of and featured presenters at the Institute, to plan Solano College Flex Cal workshops on SLOs scheduled for January 17.

During January Flex at Solano, Professor Alancraig conducted a morning workshop entitled “Student Learning Outcomes and Assessment,” which was well attended by over 70 faculty and academic administrators, and an afternoon session for SLOs Trainers and other interested administrators and faculty. At the morning session, Ms. Alancraig introduced the essential features of the Cabrillo Way: course embedded assessment method; use of designated Flex days for assessment to ensure adjunct and full-time faculty participation; a general educational and basic skills assessment method in which general education is considered as one complete program and for which core competencies are the assessable SLOs for program and degree; a comprehensive five-year instructional planning assessment cycle for the general education program and transfer and basic skills courses which is linked to the Program Review process. Then she led participants in an exercise in course-embedded assessment of general education. Professor Alancraig distributed a chart describing the Cabrillo 4 Core Competencies, directing participants to identify and discuss with a partner from a different discipline a major instructional project that measures each core competency. In addition, participants went through the process of how to evaluate student success in meeting the institutional core values and the unique elements of their particular course. Professor Alancraig’s afternoon workshop clearly demonstrated for faculty and administrators how the Cabrillo model could be used to simultaneously assess course and core SLOs and improve teaching and learning as several dozen instructional projects were assessed and discussed across disciplines.

According to Solano’s initial projected timeline, SLOs were to be completed for approximately half of the College’s gateway courses by the end of fall 2006. The Humanities Division has completed course-level SLOs for all active courses, and with the anticipated adoption of core competencies for general education will have completed program and degree SLOs in spring 2007. Fine and Applied Arts/Behavioral Sciences, which includes over 15 departments, has completed all gateway course SLOs. The Business/Computer Science Division has completed SLOs for 52.9% of all of the courses in the division. As of the close of fall semester 2006, about 23% of the College’s SLOs had been written. As of the end of January, the College has 26.6% of completed SLOs on file with the Office of Research and Planning.

With the College’s new January 17, 2007, information about the Cabrillo College model for creating and assessing SLOs, rapid progress has been made to adopt and use the Cabrillo model. The Academic Senate is now leading the incorporation of Solano’s General Education Philosophy and Criteria Statements as outlined on page 39 of Solano’s current Catalog into core values or competencies following the Cabrillo model and adopting course-embedded assessment. The Senate plans to consider general education and basic skills assessment as one program. Vocational/Technical faculty will develop their own individual program SLOs, including mandated program outcomes and/or cycles from external agencies.

As the College develops its SLOs framework, a process currently underway in the Senate, a comprehensive instructional planning assessment cycle will be adopted for the GE program, transfer, basic skills courses, and vocational/technical programs. Finally, the Academic Senate will recommend where the College will house the SLOs and how they will be dealt with in the Curriculum Committee in future years.

To ensure ongoing support and faculty development, the Interim Superintendent/President, in consultation with the Academic Senate President, has allocated funds to reassign time for an ongoing, college-wide 50% SLOs Coordinator and Division Trainers at 20% each for 2007/2008 and 2008/2009. Additionally, the Interim Superintendent/President will fund training in writing rubrics and in sending faculty to ongoing professional development. Additional papers documenting SLOs development and training are provided as [Evidence #17](#).

General Recommendation 5: Library Resources

In order to have Library holdings and services sufficient in scope and currency to support its curriculum, and be able to extend its services to the off-campus centers in Vallejo and Vacaville, the College will have to address the Library's funding level and, at a minimum, be responsive to the recommendations of the October 1993 and 1999 accreditation teams (II.C.1).

In response to the needs of the College and recommendations from accreditation visitation teams in 1993, 1999, and 2005, the College has made the following progress in addressing Library services, in addition to increasing holdings:

- Reinstating one full-time Learning Resources Technician position.
- Ongoing training and planned implementation of automated serials and acquisitions systems.
- Identifying space for Learning Resources facilities at the new Vallejo and Vacaville Centers. The Schematics for the Centers are provided as [Evidence #18](#).
- Selecting and hiring an additional full-time faculty librarian.

The 1999 Accreditation Team cited in the 2005 Recommendations, "...observed that the library book collection was inadequate to meet the learning needs of the students." Also cited in the 2005 Recommendations, the team for the 2002 Midterm Report "found that the College had been silent on specifically addressing the recommendation [re: library funding.]"

To address this recommendation, the College has increased the permanent annual funding of the yearly Library acquisition budget by \$40,000 to improve the physical and electronic Library collections. In addition, \$50,000 of restricted funding has been allocated to the library for the 2006/2007 academic year. Budgets, databases, and physical acquisitions are provided as [Evidence #19](#).

The College has acknowledged that the Library needs additional academic administrative leadership, which would advocate college learning resources issues. With the hiring of a

Vice President in Technology and Learning Resources in September 2004, the College achieved this advocacy. Librarians play an active role in campus governance. The Curriculum Committee and the Academic Senate each include a librarian as a voting member. The Vice President is a member of the Executive Council; in addition, the Vice President participates with several other campus groups that are part of the dialogue and planning process such as the Deans' meetings, Shared Governance Council, and the Measure G (bond) Steering Committee. The Vice President also chairs the Strategic Technology Advisory Committee, which was formed through the Shared Governance Council. Staffing documentation is provided as [Evidence #20](#).

General Recommendation 6: Staffing and Organizational Stability

The College should continue to focus on prior accreditation evaluation reports and implement the recommendations. Stability in personnel, particularly in leadership positions, fiscal services and human resources will help the College to meet the requirements of Standard III and assure institutional integrity. (III.A, III.D.1, III.D.2, III.D.3)

At all levels throughout the College, Solano assures the integrity and quality of its programs and services by employing diverse personnel who are qualified by appropriate education, training, and experience. Through policies and practices, the institution demonstrates an appropriate understanding of and concern for issues of equity and diversity, always making a serious effort to assure committees and hiring processes include representation from underrepresented groups. The College is committed to developing mentoring programs for all interested staff. To further strengthen internal processes and the College as a whole, the Director of Human Resources conducts exit interviews for management personnel. Like all colleges across the nation, Solano anticipates a period of ongoing retirements at all levels of staffing. Policy 4000 entitled "Employment of District Personnel" is provided as [Evidence #21](#).

In response to the realities of retiring and resigning administrators, Solano has made a concerted effort to recruit and hire permanent long-term personnel in senior positions. These recent permanent hires have included:

- Vice President of Business and Administrative Services
- Director of Human Resources
- Director of Facilities
- Assistant Director of Facilities
- Dean of Counseling
- Dean of Fine and Applied Arts/Behavioral Sciences
- Director of the Vacaville/Travis Center

The College is currently engaged in the search process for several senior positions. These include a Staff Diversity Coordinator to meet the needs of a culturally diverse staff and student body, a Director of Fiscal Services, a Dean of Humanities, a Vice President of Academic Affairs, and as of January 2007, a Superintendent/President. The College is

aware of the need for long-term stability at the leadership level as well as throughout the College as a whole, and is making a concerted effort to ensure this stability. Hiring schedule calendars, announcements of open positions, and Board minutes for these positions are provided as [Evidence #22](#).

Until the time that these positions are filled, the following leadership positions are in interim status:

- Superintendent/President
- Vice President of Academic Affairs
- Vice President of Student Services

The Governing Board's appointment of Gerald F. Fisher, Vice President of Student Services, as Interim Superintendent/President on December 6, 2006, evidences their commitment to institutional stability. Interim Superintendent/President Fisher brings to this appointment 35 years of Solano Community College experience and leadership. Governing Board minutes are provided as [Evidence #23](#).

The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The College meets its faculty obligation number as mandated by the state. In response to retiring and resigning faculty and changing student needs, the College is engaged in filling 15 positions. The Management Information Systems (MIS) report is provided as [Evidence #24](#).

Recognizing the growth of the College and the Vacaville and Vallejo Centers, the College has begun to revisit its staffing patterns and college-wide needs. In addition, it has filled a number of already existing vacant permanent classified positions. These positions include:

- Lead Carpenter - Classified
- Engineer/Stationary - Classified
- Grounds Maintenance - Classified
- Warehouse Operator - Classified
- Webmaster - Classified
- Human Resources Specialist - Confidential
- Programmer/Analyst - Classified

Consistent with the institutional mission and based on identified teaching and learning needs, the institution provides all personnel with appropriate opportunities for continued professional development. By devoting two days per semester to Flexible Calendar Activities (Flex Cal), required for all full-time faculty and available to all other staff, the College offers staff development opportunities. Through Flex Cal, the College also supports hourly credit for attendance and participation in many activities beyond those offered during those specific days.

General Recommendation 7: Fiscal Integrity and Stability

The College should develop a detailed plan with a timeline and fixed responsibility to address the long-term financial obligation including debt retirement, capital lease options, and establishment of a reserve/fund for retiree benefits. Financial obligations associated with negotiated settlements should be evaluated and managed to determine long-range impact on institutional financial stability. (III.D.1.; III.D.2.; III.D.3; ER17)

Goal Six entitled “Fiscal Strength” from the new Strategic Plan aligns decision making and resource allocations that support institutional effectiveness in a direct and transparent manner. The College is making substantial progress in clarifying the relationships between plans that result from program review and the institution’s resource distribution priorities.

Through a collaborative process with all College constituent groups represented, the Financial and Budget Planning Advisory Council (FABPAC), which meets a minimum of once a month, is working to identify how vital resources are linked to the mission and goals of the College. Currently, FABPAC is discussing the 2007/2008 budget development process and revisiting its role in facilitating the connection between fiscal allocation and the priorities tied to the goals of the Strategic Plan.

On September 6, 2006, the Governing Board adopted and approved a balanced general fund budget for fiscal year 2006/2007 with the required 5% reserve.

The budget is presented annually in College-wide forums attended by faculty, staff, students, and community members; this year’s budget was presented October 9 and 11, 2006. Example material used in these forums is provided as [Evidence #25](#).

The College is engaged in preliminary planning strategies that are inclusive of long-term needs and, therefore, the College is well-positioned to remain financially solvent. The College is focusing on long-term debt in the areas of Student Center Revenue Bonds, General Obligation Bonds under Measure G for capital improvement projects, capital lease obligations, and retiree benefits to achieve long-term financial stability.

The Student Center Revenue Bond currently has an outstanding balance of \$117, 200 and is scheduled for debt retirement in 2009.

The District has issued voter-approved General Obligation Bonds, payable solely from proceeds of *ad valorem taxes*, in the amount of \$124,500,000 for the purpose of constructing and repairing College educational facilities. Due to significant growth in the District’s tax base, the voters will experience a five-year shorter repayment term than originally anticipated. All bonds sold received “AAA” ratings. The retirement of this debt has no impact on district financial resources.

The District has entered into various lease-purchase and long-term maintenance agreements. Principal payments up through 2015 currently total approximately \$1,257,201. Annual payments for principal and interest are made using state-allocated Capital Outlay monies that have no material effect on the General Fund budget of the College. Overall, the current timeline for repayment of the Measure G Bond is reasonable and should have no negative impact on the financial solvency of the District in future years.

On April 26, 2006, the District joined the Community College League of California's Retiree Health Benefit Program Joint Powers Authority (JPA) to begin addressing the GASB 45 compliance requirement for unfunded post-employment benefit obligations. The District has deposited \$917,000 into an irrevocable trust to address the unfunded liability for retiree health benefits. The most recent actuarial figures are approximately \$11.8 million for the College. Solano expects to meet the compliance requirement starting in fiscal year 2008/2009 and, therefore, is about two years ahead of the timeline.

In February 2006, the Employee Benefits Cost Containment Committee was formed in accordance with the collective bargaining agreements to research and possibly secure broad employee health options at reasonable rates. This Committee has held a series of meetings and will present the cost containment proposals for negotiations consideration no later than May 1, 2007. A summary of these deliberations is provided as [Evidence #26](#).

A complete analysis of the financial obligations associated with negotiated settlements is underway to determine long-range impact on the College's financial stability. The budget development process, FABPAC involvement, and the Material Conditions status report evaluation developed by the State Chancellor's Office are resource tools being used to begin the process. The CTA contract has a re-opener this year; CSEA and Local 39 are closed; and negotiations will start around March 2007 for these two unions. Negotiations are currently underway with CTA.

The College is engaged in preliminary planning strategies that are inclusive of long-term needs and, therefore, the College is well positioned to remain financially solvent.

The institution has begun to identify and implement corrective actions within a short timeline and establish clear accountability, essential for meeting the requirements of fiscal integrity and stability. Issues of long-term unfunded liability, long-term debt obligation, costly equipment replacement not funded by Measure G, and inflation due to fringe benefit costs are manageable; and actions have been taken, as noted above, to secure fiscal stability for the District into the future.

General Recommendation 8: Leadership

In order for the Governing Board to focus on the institution's major issues and questions of policy, the Board of Trustees is encouraged to delegate full responsibility and authority to the President to implement and administer board

policies and the operation of the College. The institutional leaders should likewise foster empowerment, innovation, and institutional excellence through dialogue that builds trust and increases focus on student learning and assessment of learning outcomes, institutional effectiveness, and integrity. (IV.A.1, IV.A.3, IV.B.1.j, IV.B.2.a)

The Governing Board of Solano Community College reaffirms its responsibility for and practice in delegating full responsibility and authority to its Superintendent/President to implement and administer Board policies without Board interference. To that end, the Governing Board and Superintendent/President held a full-day retreat on March 4, 2006, with Dr. David Wolf, former Executive Director of WASC. During the retreat, Dr. Wolf covered appropriate roles for Governing Board members and worked with the Board and the Superintendent/President to establish annual goals for the year, [Evidence #27](#). Three Governing Board members and the Interim Superintendent/President attended the Community College League of California January 26-28, 2007, “Effective Trustee Workshops.” Building on this training on March 3, 2007, the Governing Board and Superintendent/President will hold a full-day retreat. Dr. Cindra Smith, Director of Education Services for the Community College League of California, will lead participants on the role of the Governing Board. MIG will present their work to date on the development of the Educational Master Plan, [Evidence #28](#).

Institutional leaders are actively involved in fostering empowerment, innovation, and institutional excellence through dialogue that builds trust and increases focus on student learning and assessment of learning outcomes, institutional effectiveness, and integrity. These college-wide exchanges are addressing many issues of importance to the College, including the following:

VISION 2020 – the Educational Master Plan, [Evidence #7, 28](#)
Student Learning Outcomes, [Evidence #9, 14, 15, 16, 17](#)
Financial and Budget Planning Advisory Council (FABPAC), [Evidence #25](#)
The Strategic Plan, [Evidence #8, 11, 12, 13](#)
Enterprise Resource Planning (ERP) – Banner Integrated Systems Conversion, [Evidence #24](#)
The Accreditation Progress Response, [Evidence #10](#)
Measure G Building Projects, [Evidence #23](#)
Hiring Processes, [Evidence #22, 23, 24](#)
Policy Revisions/Updates, [Evidence #25](#)
Best Practices in Student Learning and Institutional Effectiveness Forums, [Evidence #1, 2, 3, 4, 5](#)
Student Services Year-Long Schedule of Inter-Departmental Meetings to Improve Self-Reflective Dialogue, [Evidence #6](#)
Vallejo and Vacaville Instructional Scheduling, [Evidence #18](#),
Student Retention, [Evidence #2, 4](#)
Shared Governance Council, [Evidence #8, 12, 13](#)

Concluding Statement

The College has been successful in putting a number of important changes in place in 2006/2007 to better address the needs of the College and the accreditation standards, as documented throughout this Report as well as in supplemental materials. College wide, there is significant dialogue about, and involvement in, effective communication and how to foster the enthusiastic, creative exchange of ideas, regardless of organizational lines and formal structures.

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**Solano Community College Progress Report
Evidence**

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GROUP MEMBERSHIPS

- **Spring 2006**
- **Fall 2006**
- **Spring 2007**

GOVERNING BOARD

Solano Community College District

SPRING 2006

Title

Name

President

Jerry R. Wilkerson

Vice President

Pam Keith

Trustee

James M. Claffey

Trustee

Denis Honeychurch, J.D.

Trustee

Phil McCaffrey

Trustee

A.C. "Tony" Ubalde, Jr., Rel.D.

Vacant – Area 3

Student Trustee

Makenzie Spillner

Secretary

Paulette J. Perfumo, Ph.D.

FALL 2006

Title

Name

President

Jerry R. Wilkerson

Vice President

Pam Keith

Trustee

James M. Claffey

Trustee

Denis Honeychurch, J.D.

Trustee

Phil McCaffrey

Trustee

A.C. "Tony" Ubalde, Jr., Rel.D.

Vacant – Area 3

Student Trustee

Lillian Nelson

Secretary

Paulette J. Perfumo, Ph.D.

SPRING 2007

Title

Name

President

Pam Keith

Vice President

Phil McCaffrey

Trustee

James M. Claffey

Trustee

Denis Honeychurch, J.D.

Trustee

Stephen Murphy, J.D.

Trustee

A.C. "Tony" Ubalde, Jr., Rel.D.

Trustee

A. Marie Young

Student Trustee

Lillian Nelson

Interim Secretary

Gerald F. Fisher

ACADEMIC SENATE

Solano Community College

SPRING 2007

Title

Name

President

Gail Kropp

Vice President-Elect

Vacant

Secretary

Jeffrey Lamb, Ph.D.

Treasurer

Susanna Crawford, O.D.

Members – 2005/2007 Terms

Division

Name

Math/Science

Susanna Crawford, O.D.

Physical Education

Darla Williams

Humanities

Emily Blair, Ph.D.

Career Technical Education

Sarah Nordin

Part-Time Representative

Lou McDermott

At-Large Senator

Ruth Fuller

Members - 2006/2008 Terms

Division

Name

Business and Computer Science

Thomas Watkins

Fine and Applied Arts/BS

Ferdinanda Florence

Health Occupations

Vacant

Student Support Services

Angela Apostol (Robin Arie-Donch)

Part-Time Representative

Carl Ogden, Ed.D.

At-Large Senator

Jeffrey Lamb, Ph.D.

ACADEMIC SENATE Solano Community College

2006-2007

<u>Title</u>	<u>Name</u>
President	Gail Kropp
Vice President-Elect	Vacant
Secretary	Jeffrey Lamb, Ph.D.
Treasurer	To be elected fall 2006

Members – 2005/2007 Terms

<u>Division</u>	<u>Name</u>
Math/Science	Susanna Crawford, O.D.
Physical Education	Ginger Cain
Humanities	Emily Blair, Ph.D.
Career Technical Education	Sarah Nordin
Part-Time Representative	Lou McDermott
At-Large Senator	Ruth Fuller

Members – 2006/2008 Terms

<u>Division</u>	<u>Name</u>
Business and Computer Science	Thomas Watkins
Fine and Applied Arts/BS	Ferdinanda Florence
Health Occupations	LaVerne Beverly
Student Support Services	Robin Arie-Donch
Part-Time Representative	Carl Ogden
At-Large Senator	Jeffrey Lamb, Ph.D.

EXECUTIVE COUNCIL Solano Community College

SPRING 2006

<i>Title</i>	<i>Name</i>
Superintendent/President	Paulette J. Perfumo, Ph.D.
Vice President, Academic Affairs	J. Laurel Jones, Ed.D.
Interim Vice President, Business and Administrative Services	John Hendrickson
Vice President, Student Services	Gerald F. Fisher
Vice President, Technology and Learning Resources	Jay Field
Interim Director, Human Resources	James Mitchell, Ed.D.

FALL 2006

<i>Title</i>	<i>Name</i>
Superintendent/President	Paulette J. Perfumo, Ph.D.
Interim Vice President, Academic Affairs	Marjorie Carson, Ed.D.
Vice President, Administrative and Business Services	Mazie Brewington
Vice President, Student Services	Gerald F. Fisher
Vice President, Technology and Learning Resources	Jay Field
Director, Human Resources	Richard Christensen, Ed.D.

SPRING 2007

<i>Title</i>	<i>Name</i>
Interim Superintendent/President	Gerald F. Fisher
Interim Vice President, Academic Affairs	Marjorie Carson, Ed.D.
Vice President, Administrative and Business Services	Mazie Brewington
Interim Vice President, Student Services	Lisa Waits, Ed.D.
Vice President, Technology and Learning Resources	Jay Field
Director, Human Resources	Richard Christensen, Ed.D.

ASSC EXECUTIVE BOARD

Solano Community College

SPRING 2006

<i>Title</i>	<i>Name</i>
President	Shawn Bee
Vice President	D'mitri Lucas
Legislative Advocate	Shawn Bee
Secretary	Kitzia Herrera-Gutierrez
Treasurer	Jeanne Askeland
Public Relations Officer	Vacant
Student Trustee	Makenzie Spillner
Advisor	Shirley Lewis, J.D.

FALL 2006

<i>Title</i>	<i>Name</i>
President	Shawn Bee
Vice President	Kitzia Herrera-Gutierrez
Legislative Advocate	Tara Norman
Secretary	Wenonah O'Rourke
Treasurer	Jeanne Askeland
Public Relations Officer	Vacant
Student Trustee	Lillian Nelson
Advisor	Shirley Lewis, J.D.

SPRING 2007

<i>Title</i>	<i>Name</i>
President	Shawn Bee
Vice President	Vacant
Legislative Advocate	Joseph Hooper
Secretary	Camilla Casey
Treasurer	Vacant
Student Trustee	Lillian Nelson
Advisor	Shirley Lewis, J.D.

DEANS (Instruction and Student Services)

Solano Community College

SPRING 2006

Title

Dean, Student Services
Dean, Academic Affairs
Dean, Student Services

Interim Dean, Academic Affairs

Dean, Academic Affairs

Dean, Academic Affairs

Dean, Academic Affairs
Dean, Academic Affairs
Interim Dean, Student Services

Dean, Academic Affairs

Vice President, Student Services
Vice President, Academic Affairs

Name

Sal Alcalá – Financial Aid/EOPS
Fran Brown – Health Occupations
Catherine Fites-Chavis – Admissions
and Records
Michael Jacobs – Fine & Applied
Arts/Behavioral Sciences
Robert Johnson – Career Technical
Education
Robert Myers – Physical Education
and Athletics
David Redfield, Ph.D. –
Math/Science
Kathy Rosengren – Humanities
Judy Strattan, Ed.D. –
Counseling/Guidance and DSP
John Urrutia – Business and
Computer Science
Gerald F. Fisher
J. Laurel Jones, Ed.D.

FALL 2006

Title

Dean, Student Services
Dean, Academic Affairs
Dean, Student Services

Dean, Academic Affairs

Dean, Academic Affairs

Dean, Academic Affairs

Dean, Academic Affairs
Dean, Academic Affairs

Dean, Student Services

Dean, Academic Affairs

Interim Vice President, Academic Affairs
Vice President, Student Services

Name

Sal Alcalá – Financial Aid/EOPS
Fran Brown – Health Occupations
Catherine Fites – Admissions and
Records
Robert Johnson – Career Technical
Education
Robert Myers – Physical Education
and Athletics
David Redfield, Ph.D. –
Math/Science
Kathy Rosengren – Humanities
Leslie Rota, Fine & Applied Arts/
Behavioral Sciences
Erin Vines – Counseling/Guidance
and DSP
John Urrutia – Business and
Computer Science
Marjorie Carson, Ed.D.
Gerald F. Fisher

DEANS (Instruction and Student Services)

Solano Community College

SPRING 2007

Title

Dean, Student Services
Dean, Academic Affairs
Dean, Student Services

Dean, Academic Affairs

Dean, Academic Affairs

Dean, Academic Affairs
Dean, Academic Affairs

Dean, Student Services

Dean, Academic Affairs

Interim Vice President, Academic Affairs
Interim Vice President, Student Services

Name

Sal Alcalá – Financial Aid/EOPS
Fran Brown – Health Occupations
Catherine Fites – Admissions and
Records
Robert Johnson – Career Technical
Education
Robert Myers – Physical Education
and Athletics
David Redfield, Ph.D. –
Math/Science
Kathy Rosengren – Humanities
Leslie Rota, Fine & Applied Arts/
Behavioral Sciences
Erin Vines – Counseling/Guidance
and DSP
John Urrutia – Business and
Computer Science
Marjorie Carson, Ed.D.
Lisa Waits, Ed.D.

SHARED GOVERNANCE COUNCIL

Solano Community College

SPRING 2006

Title

Name

Academic Senate, President
ASSC
CCA/CTA/NEA President
CSEA, Chapter #211, President
Op. Engineers, Local 39, President

Gail Kropp
Shawn Bee and Lillian Nelson
Diane White
Cynthia Simon
Jeffery Lehfeltd
Alternate: Larry Nikkel
Shirley Lewis, J.D.
Sal Alcalá' and Jocelyn Mouton
Jay Field, Gerald F. Fisher, John
Hendrickson, Laurel Jones, Ed.D.;
James G. Mitchell, Ed.D., Charles
Shatzer, and Nora O'Neill
Superintendent/President—Paulette J.
Perfumo, Ph.D.

Management
Minority Coalition
Resource Persons

FALL 2006

Title

Name

Academic Senate President
ASSC
CCA/CTA/NEA President
CSEA, Chapter #211, President
Op. Engineers, Local 39, President

Gail Kropp
Shawn Bee and Lillian Nelson
Diane White
Cynthia Simon
Jeffery Lehfeltd
Alternate: Larry Nikkel
Shirley Lewis, J.D.
Sal Alcalá' and Kevin Anderson, J.D.
Jay Field, Gerald F. Fisher, Mazie
Brewington, Marjorie Carson, Ed.D.;
Richard Christensen, Ed.D.; Charles
Shatzer, and Nora O'Neill
Superintendent/President—Paulette J.
Perfumo, Ph.D.

Management
Minority Coalition
Resource Persons

SHARED GOVERNANCE COUNCIL

Solano Community College

SPRING 2007

Title

Name

Academic Senate President
ASSC
CCA/CTA/NEA President
CSEA, Chapter #211, President
Op. Engineers, Local 39, President

Gail Kropp
Shawn Bee and Lillian Nelson
Diane White
Cynthia Simon
Jeffery Lehfeldt
Alternate: Larry Nikkel
Shirley Lewis, J.D.
Sal Alcalá' and Kevin Anderson, J.D.
Jay Field, Mazie Brewington,
Marjorie Carson, Ed.D.; Richard
Christensen, Ed.D.; Lisa Waits,
Ed.D.; Charles Shatzer, and Nora
O'Neill
Interim Superintendent/President–
Gerald F. Fisher

Management
Minority Coalition
Resource Persons

FABPAC

Solano Community College

SPRING 2006

Title

Name

Chair, Interim Vice President, Administrative and Business Services	John Hendrickson
Minority Coalition	Sal Alcalá
Educational Administrators	Fran Brown
CTA	Robert DaPrato
Vice President, Student Services	Gerald F. Fisher
Academic Senate	Dorothy Hawkes, Ph.D.
Vice President, Academic Affairs	J. Laurel Jones, Ed.D.
ASSC	Wenonah O'Rourke
Academic Senate	Gail Kropp
Op Engineers, Local 39	Christine Kucala
Educational Administrators	Robert Myers
ASSC, Student Trustee	Lillian Nelson
Op. Engineers, Local 39	Larry Nikkel
Academic Senate	Barbara Pavão
CSEA, Chapter #211, President	Cynthia Simon
Director, Fiscal Services	Theresa Tena
Classified Managers	Marge Trolinder
Academic Senate	Thomas Watkins
CTA	Diane White
CSEA	Debbie Williams
Academic Senate	Michael Wyly

Position Alternates/Vacancies

Name

CTA	Tom Grube
Op. Engineers, Local 39	Jeffery Lehfeltd
CSEA	Barbara Kelley
Minority Coalition (1)	Vacant
Academic Senate (2)	Vacant
Academic Senate	Vacant
Classified Managers	Vacant
Educational Administrators	Vacant

FABPAC

Solano Community College

FALL 2006

<u>Title</u>	<u>Name</u>
Chair, Vice President, Administrative and Business Services	Mazie Brewington
Minority Coalition	Sal Alcalá
Interim Vice President, Academic Affairs	Marjorie Carson, Ed.D.
Director, Human Resources	Richard Christensen, Ed.D.
Vice President, Student Services	Gerald F. Fisher
CTA	Tom Grube
Academic Senate	Dorothy Hawkes, Ph.D.
Academic Senate	Gail Kropp
Op. Engineers, Local 39	Christine Kucala
Educational Administrators	Robert Myers
ASSC	Heather Porterfield
Op. Engineers, Local 39	Larry Nikkel
Educational Administrators	David Redfield, Ph.D.
CSEA, Chapter #211, President	Cynthia Simon
Interim Director, Fiscal Services	Elizabeth Skelly
ASSC	Chris Smith
Classified Managers	Marge Trolinder
Educational Administrators	John Urrutia
Academic Senate	Thomas Watkins
CTA	Diane White
CSEA	Debbie Williams
Academic Senate	Michael Wyly

<u>Position Alternates/Vacancies</u>	<u>Name</u>
ASSC, Student Trustee	Lillian Nelson
Op. Engineers, Local 39	Jeffery Lehfeltd
CSEA	Barbara Kelley
Minority Coalition (1)	Vacant
Academic Senate (2)	Vacant
CTA	Vacant
Academic Senate	Vacant
Classified Managers	Vacant
Educational Administrators	Vacant

FABPAC

Solano Community College

SPRING 2007

<u>Title</u>	<u>Name</u>
Chair, Vice President, Administrative and Business Services	Mazie Brewington
Minority Coalition	Sal Alcalá
CSEA	Sally Bailey
Interim Vice President, Academic Affairs	Marjorie Carson, Ed.D.
Classified Managers	Richard Christensen, Ed.D.
ASSC	Christoph Cleveland
CTA	Tom Grube
Academic Senate	Dorothy Hawkes, Ph.D.
Academic Senate	Gail Kropp
Op. Engineers, Local 39	Larry Nikkel
Academic Senate	Barbara Pavão
Educational Administrators	David Redfield, Ph.D.
Academic Senate	Jonathan Schouten
Interim Director, Fiscal Services	Elizabeth Skelly
Classified Managers	Marge Trolinder
Educational Administrators	John Urrutia
Interim Vice President, Student Services	Lisa Waits, Ed.D.
Academic Senate	Thomas Watkins
ASSC	Robert Weitzl
CTA	Diane White
CSEA	Debbie Williams

<u>Position Alternates/Vacancies</u>	<u>Name</u>
Op. Engineers, Local 39	Jeffery Lehfeldt
CSEA	Barbara Kelley
Educational Administrators	Fran Brown
ASSC, Student Trustee	Lillian Nelson
CTA	Kevin Anderson, J.D.
Minority Coalition	Vacant
Academic Senate	Vacant
Classified Managers	Vacant

ACCREDITATION RESPONSE TEAM STEERING COMMITTEE

Solano Community College

SPRING 2006

Committee did not convene until fall 2006.

FALL 2006

<u>Title</u>	<u>Name</u>
Faculty Member	Emily Blair, Ph.D.
Vice President, Administrative and Business Services	Mazie Brewington
Interim Vice President, Academic Affairs and Meeting Facilitator	Marjorie Carson, Ed.D.
Director, Human Resources	Richard Christensen, Ed.D.
Faculty Member	Erin Farmer
Vice President, Technology and Learning Resources	Jay Field
Vice President, Student Services	Gerald F. Fisher
Dean, Admissions and Records	Catherine Fites
Faculty Member	Ruth Fuller
Faculty Member	Gail Kropp
Faculty Member	Jeffrey Lamb, Ph.D.
Op. Engineers, Local 39, President	Jeffery Lehfeldt
Faculty Member	John Nagle
ASSC	Lillian Nelson
Op. Engineers, Local 39	Kathy Nesler
Director, Research and Planning	Rob Simas
CSEA, Chapter #211, President	Cynthia Simon
Faculty Member	Joshua Stein

ACCREDITATION RESPONSE TEAM STEERING COMMITTEE

Solano Community College

SPRING 2007

<u>Title</u>	<u>Name</u>
Faculty Member	Emily Blair, Ph.D.
Vice President, Administrative and Business Services	Mazie Brewington
Interim Vice President, Academic Affairs and Meeting Facilitator	Marjorie Carson, Ed.D.
Director, Human Resources	Richard Christensen, Ed.D.
Faculty Member	Erin Farmer
Vice President, Technology and Learning Resources	Jay Field
Dean, Admissions and Records	Catherine Fites
Faculty Member	Ruth Fuller
Faculty Member	Gail Kropp
Faculty Member	Jeffrey Lamb, Ph.D.
Op. Engineers, Local 39, President	Jeffery Lehfeldt
Faculty Member	John Nagle
ASSC & Board of Trustees	Lillian Nelson
Op. Engineers, Local 39	Kathy Nesler
Director, Research and Planning	Rob Simas
CSEA, Chapter #211, President	Cynthia Simon
Faculty Member	Joshua Stein
Interim Vice President, Student Services	Lisa Waits, Ed.D.

MEASURE G STEERING COMMITTEE

Solano Community College

SPRING 2006 TO SPRING 2007

Title

Name

Vice President, Business and Administrative Services

Mazie Brewington

Interim Vice President, Academic Affairs

Marjorie Carson, Ed.D.

Program Manager

Scott Colt

Vice President, Technology and Learning Resources

Jay Field

Chair, Interim Superintendent/President

Gerald F. Fisher

Director, Facilities

Frank Kitchen

Consultant

Chris Rhoden

Interim Vice President, Student Services

Lisa Waits, Ed.D.