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June 30, 2008

**SAN JOAQUIN DELTA COLLEGE**

JUL 09 2008

Dr. Raul Rodriguez  
Superintendent/President  
San Joaquin Delta College  
5151 Pacific Avenue  
Stockton, CA 95207

**OFFICE OF THE PRESIDENT**

Dear President Rodriguez:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on June 4-6, 2008, reviewed the institutional self study report and the report of the evaluation team which visited San Joaquin Delta College on Monday, March 24-Thursday, March 27, 2008. The Commission acted to issue a **Warning** and to request that San Joaquin Delta College correct the deficiencies noted. The College is required to complete a Report by **October 15, 2008**. That Report will be followed by a visit of Commission representatives.

A warning is issued when the Commission finds that an institution has pursued a course of action which deviates from the Commission's eligibility criteria, 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 removed.

This sanction constitutes a public sanction as described in the Policy on Commission Actions on Institutions in the Commission's *Accreditation Reference Handbook*. As such, the action will be noted on the Commission's website.

I also 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. San Joaquin Delta College must correct the deficiencies noted no later than the Commission meeting in **June 2010**. While some recommendations identified as deficiencies were also noted by the year 2002 evaluation team (2.1, 2.1, 5.1, 7.1, and 8.1), the Commission has extended San Joaquin Delta College's time to correct these deficiencies for six months, but expects resolution.

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The Report of October 15, 2008 should demonstrate the institution's resolution of the recommendations noted below:

**Recommendation 1:** The team recommends that the Board of Trustees develops a systematic process to review and revise existing Board policies, and establishes and adheres to an acceptable code of ethics (Standard IVB.1; IVB.1.a; IVB. 1.b-h, ER 3).

**Recommendation 2:** The visiting team recommends that the Board of Trustees establishes and monitors itself as a policy-making body, reaffirms delegation of operational authority to the Superintendent/President, and actively supports the authority of management for the administration of the College (Standard IVB; IVB.1.e).

**Recommendation 3:** The visiting team recommends that the College decisively address the development and implementation of a comprehensive strategic plan closely focused on assessing institutional effectiveness. A systematic, continuous cycle of feedback and evaluative improvement must be critically and deliberately developed and put into effect. This strategic plan must incorporate student learning outcomes within all institutional efforts, resource allocations, and be supported by program and service reviews and research data. Educational, fiscal, technological, physical, and human resources should be considered and integrated. As a whole, the planning document should also identify short-and long-term directions for the College, timelines for implementation, the individuals responsible for each area, monitoring and follow-up strategies, and expected outcomes (Standard IA; IB). This was noted in the 2002 recommendation item 3.1 and which has yet to be resolved to meet Commission Standards.

**Recommendation 4:** The visiting team recommends that the College meet the urgent need to establish a stable management team. Longevity of the team, particularly at the vice-presidential level, will help resolve the perceived deficiencies in effective communication, comprehensive planning, and collaborative dialogue (Standard IIIA.1; IIIA.2, ER 5). This was noted in the 2002 recommendations 7.1, 8.1 and 2.1 and which have yet to be resolved to meet Commission Standards.

**Commission Recommendation #1:** The College should demonstrate that it has completed the identification of SLOs and begun the implementation of assessments that would bring the College to the Development level on the Rubric for Evaluating Institutions Part III.

**Commission Recommendation #2:** The College should provide evidence that faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes (III.A.1.c)

In addition, the Commission expects San Joaquin Delta College will have addressed the following recommendations made by the 2002 evaluation team at the time of the October 2008 Report:

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**Recommendation 2.1** The College should develop and implement plans to increase collegewide sensitivity to the needs of its diverse population, evaluate the perception of bias by some employees on the campus, and review implementation of workplace opportunities to ensure they are equitable for all employees, (currently Standard III).

**Recommendation 3.1** The College needs to proceed under the guidance of the mission statement and with the leadership of its new President, to focus on College-wide strategic goals supported by department, division, and administrative plans. These College-wide goals with measurable objectives and action plans need to be clearly articulated as the basis for priorities in budgeting and other decisions. The process for planning and budgeting needs explicit communication and coordination, clearer charges for the related committees, and expected timelines to meet both long-range objectives and annual implementation processes. Furthermore, the College should implement the assessment of Institutional Outcome Measures as benchmarks for progress in achieving College-wide goals, (currently Standard I).

**Recommendation 5.1** It is recommended that the College enact a plan to resolve the issue of the counseling department schedules to ensure that the counseling needs of students are being met, (currently Standard II).

**Recommendation 7.1** As called for in the 1996 Accreditation Evaluation Report recommendation 4.1, the College should ensure that evaluations of staff are conducted at agreed-upon intervals and provide training on evaluation procedures to managers, faculty, and classified staff, (currently Standard III).

**Recommendation 8.1** A comprehensive strategic plan should be developed with input from all key constituencies, which integrates educational programs and facilities needs for the entire San Joaquin Delta College District including the main campus in Stockton, the Tracy Learning Center, the proposed Mountain House Center, and other centers and sites. The plan should build in contingencies for short and long-term demographic trends and shifts, anticipate and balance needs at the main campus with needs at regional centers and outlying sites, maximize the use of distance education strategies, project expansion and investment in centers and sites as needed, and consider development of collaborative agreements with neighboring College districts to help address educational needs in outlying areas, (currently Standard III).

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 report to improve the educational programs and services of the institution.

A revised copy of the evaluation team report is attached. Additional copies may now be duplicated. The Commission requires you to give the team report and this letter appropriate dissemination to your College staff and to those who were signatories of your College self study report. This group should include campus leadership and the Board of Trustees.

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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 the report electronically to place on your web site or for some other purpose, please contact Commission staff.

All colleges are required to file a Midterm Report in the third year after each comprehensive evaluation. San Joaquin Delta College should submit the Midterm Report by **March 15, 2011**. Midterm Reports indicate continued resolution toward meeting the evaluation team's recommendations and forecast where the College expects to be by the time of the next comprehensive evaluation. The report also includes a summary of progress on College-identified plans for improvement as expressed in the self study.

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 that document be taken into account in the continuing development of San Joaquin Delta College. The next comprehensive evaluation of the College will occur during Spring 2014.

Finally, let me take this opportunity to remind you that federal legislation affecting accrediting agencies requires that accredited Colleges conduct systematic assessment of educational outcomes (see especially Standards One and Two). A further requirement is that accrediting agencies pay close attention to student loan default rates.

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

Sincerely,



Barbara A. Beno, Ph.D.  
President

BAB/tl

cc: Dr. Kathleen Hart, Accreditation Liaison Officer  
Board President, San Joaquin Delta College  
Dr. Chris O'Hearn, Team Chair  
Evaluation Team Members  
Ms. Linda Henderson, U.S. DOE