



SUBSTANTIVE CHANGE PROPOSAL

Program Migration: SJVC San Diego Campus

Submitted to the
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

By

San Joaquin Valley College

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Certification of Accuracy

TO: Accrediting Commission for Community and Junior Colleges

FROM: San Joaquin Valley College Corporate Office
801 South Akers, Suite #150
Visalia, California 93277

This Substantive Change Report is submitted to the ACCJC/WASC for the purpose of obtaining approval to migrate the Clinical Medical Assisting, Administrative Health Care Management, and Clinical and Administrative Medical Assisting programs to the San Joaquin Valley College (SJVC) Campus in San Diego, California. We certify that this report accurately reflects SJVC's plan for the program migration in its entirety.

Signed:

Michael D. Perry, CEO

Crystal G. VanderTuig, ALO



I. Substantive Change Proposal Overview

A. The Institution

San Joaquin Valley College (SJVC), established in 1977, is a private junior college offering 27 Associate of Science degree programs and nine certificates of completion programs in the areas of health, business, and technology.

SJVC has approximately 4600 FTE students, about 80 percent of whom are degree-seeking. Its programs are delivered at one or more of its 10 sites and online: Aviation-Fresno Campus, Bakersfield Campus, Fresno Campus, Hanford Center Extension (the Visalia Campus's classroom annex), Hesperia Campus, Modesto Campus, Rancho Cordova Campus, Rancho Cucamonga Campus, Temecula Campus, Visalia Campus, and Online Division.

Consonant with the mission of the institution, SJVC designs its curricula to equip students with the knowledge and skills needed for employment in specific occupations. Because programs are matched to the job opportunities in the region where they are delivered, the decision of which programs to offer at each campus is based on market analysis and institutional research.

A rigorous review of each academic and administrative unit is undertaken at least once every two years as part of the College's process for ongoing organizational learning and development. Assessing the programs and departments are committees made up of faculty, administrators, and business leaders from industries that employ the school's alumni. Student learning and achievement, which are primary metrics of the institution's success, are evaluated through a variety of means. These include the systematic collection and analysis of student learning outcome data, graduation statistics, licensure pass rates, job placement numbers, classroom observation, and students' course evaluations. Analyses of the data inform plans for improvement.

ACCJC/WASC accredited SJVC in 1995 and re-accredited it in 2007. Nine degree-granting programs have earned programmatic accreditation. SJVC is committed to meeting the high standards set by its regional and programmatic accrediting bodies.

B. Description of the Proposed Change

SJVC is requesting approval to migrate the following programs to its newest campus location in San Diego, California.¹

Program	Associate of Science Degree	Certificate of Completion
Clinical Medical Assisting (CMA)	X	X
Clinical and Administrative Medical Assisting (CAMA)	X	
Administrative Health Care Management (AHCM)	X	X

The College has successfully taught medical assisting and medical office management for many years. In fact, medical assisting was the first program taught at SJVC when it opened its doors in 1977. Over the years, additional medical assisting and medical office management programs were created with a specific focus on either the clinical (CMA) or administrative (AHCM) aspect of medical assisting or a combination of both (CAMA). Graduates of these programs are prepared for entry-level employment in medical assisting and/or medical office management.

The original plans for this campus included one single program offering in Dental Hygiene; however, further analysis of the San Diego/Chula Vista market indicated an opportunity for additional program offerings. Results from a feasibility study led the College to alter its original plan for this site by including additional program offerings in medical assisting and medical office management. These programs are planned to be identical to the ones the College has successfully offered for many years at its other campus locations.

Pending ACCJC approval of this substantive change, SJVC intends to enroll students in these programs for a fall 2012 start date. The College anticipates maximum enrollment of 20-24 students in each of these programs. Drawing upon its 30+ years of experience in delivering CMA, AHCM and CAMA programs, the College will apply the same processes, practices and procedures to establish these programs at the San Diego Campus.

The San Diego Campus will be under the same ownership and control as the College's extant campuses and will be managed by key personnel located on site. Likewise, its faculty-student ratio, staff-student ratio, and level of student support services will be indistinguishable from those at SJVC's 10 other sites.

The campus will be designed to meet the classroom and laboratory requirements that these programs require. SJVC plans to lease more than 9,000 square feet and equip the

¹ Approval of this location is currently being reviewed by the ACCJC Committee on Substantive Change.

facility with the same state-of-the-art educational resources provided to its CMA/CAMA and AHCM students on other campuses.

Maintaining the high level of educational quality and organizational effectiveness found on SJVC's existing campuses is paramount to the institution. As such, SJVC is committed to delivering programs and services to its San Diego students that meet ACCJC standards. (See **Tab 19** – [Description of Fulfillment of Eligibility Requirements](#) and **Tab 20** – [Description of Fulfillment of Accreditation Standards](#) respectively.)

C. Rationale for the Proposed Change

As stated above, SJVC's decision to offer its CMA, CAMA and AHCM programs in San Diego was based on the findings of a feasibility study conducted by the College's Director of Research and Development. Where a detailed presentation of the results can be found in **Tab 1** – [Feasibility Study](#), the key findings were as follows:

- Unemployment in the County of San Diego is at an all time high of 9.2%. While slightly lower than the unemployment rate in the State of California (11.1%), San Diego County is home to over 145,500 unemployed adults who are eligible for the type of career education training offered at SJVC.
- There is a large pool (142,477) of 18-24 year olds residing in the cities of San Diego and Chula Vista who have not earned an Associate of Science Degree. As this age range represents SJVC's typical student population, it is plausible to conclude that some of the members of this group will be interested in the programs offered at the San Diego Campus.
- With over 200 public and private grade schools in the City of San Diego, there is a large host of recent and soon-to-be high school graduates in need of post-secondary educational opportunities. The 2009/2010 IPEDS data for San Diego grade schools reported a total enrollment of 29,266 students; of which, 6388 were seniors. Career training programs will be needed for graduates who want to enter the workforce quickly and/or are uninterested or unable to pursue the traditional route to higher education.
- While there are institutions in the San Diego/Chula Vista geographic area that offer programs similar to those proposed for the SJVC San Diego Campus, the majority are not regionally accredited nor do they offer these programs at the associate degree level.
- The California Employment Development Department (EDD) projects significant job growth for medical assistants and medical secretaries during the next six years. On an annual basis, the Department predicts 245 job openings for medical assistants and 300 openings for medical secretaries in San Diego County.

In sum, the results of the feasibility study indicated that the greater San Diego area is (a.) home to a sizeable population of adults who will benefit from career training, (b.) has considerable employment projections for medical assistants and medical secretaries, and (c.) has limited options for associate degree level training for these career fields. These

findings led the Senior Management to conclude that the addition of the CMA, CAMA, and AHCM programs at the San Diego Campus aligned with SJVC's [mission](#) to provide "career-focused higher education" in response to "the educational and employment needs of the communities it serves." (**Tab 2**) The Senior Management gave their approval in February 2012 to move forward with the planning and development process for the addition of these programs at this new campus (**Tab 3a - [Senior Management Approval](#)**) as did the Board of Governors in March 2012. (**Tab 3b - [Board of Governors Approval](#)**)

D. Program Details

While the CMA, CAMA, and AHCM programs have many commonalities, each program possesses its own unique emphasis that distinguishes it from the others. For example, the CMA program is focused on the clinical (a.k.a. "back office") aspect of the medical assisting profession. Students learn to take patient health histories, administer injections, take and record blood pressure and set-up and sterilize instruments, among other things. Whereas, the AHCM program involves the administrative side ("front office") of managing a medical office such as records management, bookkeeping, accounting, and preparing insurance claims. The CAMA program is a combination of both of these programs; students are trained to provide support in clinical and administrative medical assisting/medical office management.

Because the CMA, CAMA, and AHCM programs planned for San Diego will replicate those delivered on SJVC's other campuses, the College Catalog provides the program descriptions, length, learning outcomes, courses, and course descriptions. This information is provided in **Tab 4** or it may be accessed by clicking on the hyperlinks provided below.

[Clinical Medical Assisting](#) – **Tab 4a**

[Clinical and Administrative Medical Assisting](#) – **Tab 4b**

[Administrative Health Care Management](#) – **Tab 4c**

The **Program Brochures** in **Tab 5** may be consulted for information on matters such as SJVC graduates' on-time completion rates, placement rates, and median loan debt. It also stipulates the total program tuition for those who enrolled in 2011.²

[Clinical Medical Assisting Program Brochure](#) – **Tab 5a**

[Clinical and Administrative Medical Assisting Program Brochure](#) – **Tab 5b**

[Administrative Health Care Management Program Brochure](#) – **Tab 5c**

Tab 6 provides the approved program textbook lists that the faculty has generated. **Tab 7** lists SJVC's library resources that the faculty has identified as important complements to the program curricula. This information may be accessed by clicking on the hyperlinks provided below.

² Since program brochures differ by campus, the brochures from the campuses closest to San Diego that have offered these programs for more than one year are provided herein.

Tab 6 – Program Textbook Lists

Clinical Medical Assisting/Clinical and Administrative Medical Assisting – Tab 6a
Administrative Health Care Management – Tab 6b
General Education – Tab 6c

Tab 7 – Library Resources

Upon approval, these same resources will be purchased for the CMA, CAMA, and AHCM programs that will be delivered at the San Diego Campus.



II. Planning and Resources

A. Planning

Over its 34 year history, SJVC has established a track record for opening new campuses and migrating programs that earn ACCJC approval, meet programmatic accrediting bodies' requirements, and are financially healthy. Using processes and procedures that have been refined over time, the College has successfully launched nine sites and an online division, in addition to its main campus in Visalia, and has migrated academic programs to these locations. In particular, the CMA, CAMA and AHCM programs have been migrated to the majority of the SJVC campuses and are delivered online.³

The College will apply the same processes and procedures to migrate the CMA, CAMA and AHCM programs to the San Diego Campus as those used for other program migrations. It has already begun to do so in its planning efforts.

Driving responsive campus and program development by seeking, identifying, and responding to market opportunity is a strategic objective set forth in the College's [2012-2014 Strategic Plan](#) provided in **Tab 8**. To this end, the Senior Management commissioned the Director of Research & Development to conduct a feasibility study to assess the need for additional SJVC programs in the community of San Diego. As noted earlier herein, the results of the study suggested the need for the SJVC medical assisting and medical office management programs in the San Diego community due to the current and future demand for medical assistants in this area and the limited availability of "like" programs offered at the associate degree level by other ACCJC accredited institutions. (**Tab 1 – [Feasibility Study](#)**)

Determining that migrating the Medical Assisting program to the San Diego Campus was an initiative that aligned with the College's mission to provide, "career-focused higher education" in response to "the educational and employment needs of the communities it serves," the Senior Management gave their approval to move forward with the planning and development of the program migration as did the Board of Governors in March 2012. (**Tab 3a – [Senior Management approval](#) and Tab 3b - [Board of Governors approval](#)**)

Following the College's standard process of preparing for a program migration, the Senior Management undertook four steps. First, a team of 15 administrators was assembled to identify the resources needed for the program migration.⁴ This phase included the development of a student census-based [Staffing Matrix](#) (**Tab 9**) and modification of the existing [Space Allocation Plan](#) (**Tab 10**) to include space for each program's classroom and lab requirements. Second, the team prepared a two-year [Campus Budget](#) that reflects the start-up and ongoing expenses for each program (**Tab**

³ The Medical Office Administration program is offered in lieu of AHCM in the online division of programs.

⁴The 15-member new campus planning team included the following: SJVC President; CEO; CFO; Associate VP; Vice Presidents of Senior Management, Student Financial Services, Enrollment Services, and Academic Affairs; Corporate Directors of Research & Development, Real Estate Development, Purchasing, Program Compliance, Human Resources, and Instruction; and the Controller.

11). Next, they established an [Operational Timeline](#) (Tab 12) for launching the programs. Last, the Director of Institutional Relations prepared this ACCJC substantive change proposal.

B. Resources

The San Diego CMA, CAMA and AHCM programs will be modeled after those currently offered at other SJVC campuses. These programs are structured in such a way that new students may start every five weeks and instruction is delivered year round. In keeping with its original plan to establish a fairly small site, the College has forecast modest [student enrollment projections](#) for these additional programs. (Tab 9b) For example, a total of 15 FTE enrollments are projected for the first student cohort. Growing over time, the College predicts that the census may eventually rise to 70-76 FTE students in these three programs.

Based on these enrollment predictions, SJVC administrators used the formulas the institution has developed to calculate the quantity and kind of human, physical, and fiscal resources needed to start and sustain these programs. As the [timeline](#) in Tab 12 shows, all necessary resources will be in place when the first students enroll in these programs. The three major types of resources needed are human, physical, and fiscal. SJVC's plans for each will be discussed in turn.

1. Human Resources

SJVC's organizational design balances centralized and decentralized administrative structures. Employees who oversee institution-wide functions such as academic affairs, accounting, purchasing, and human resources work at SJVC's corporate headquarters in Visalia. Those with academic program delivery, student service provision, and campus administrative support responsibilities are based on the campus.

a. Corporate

The College does not anticipate that the San Diego program migration will necessitate the hiring of any new corporate staff. Although the addition of these programs will nominally increase the responsibilities of central administration, Senior Management has determined that the current team at headquarters can reasonably accommodate the addition of this campus to its portfolio. However, should they find that the impact of these programs on the central administration has been underestimated; the College will augment the corporate staff to ensure that SJVC students on all campuses receive high-quality programs and services and that employees have a manageable workload. A list of the positions of those with institution-wide responsibilities who will support the San Diego Campus and its program offerings can be found in Tab 13 – [Description of Central Administration Staff Support for Program Migration](#).

b. Campus

The College will hire a sufficient core of qualified, full-time faculty to deliver the CMA, CAMA and AHCM programs at the San Diego Campus. Using its formula, the College determined the number of faculty required to start (2.5 FTEs) and sustain (5.0 FTEs)

these programs based upon student enrollment projections for the first two years of operation.⁵ The [Staffing Matrix](#) in **Tab 9** provides a break-down of the total number of faculty that will be hired for each program and the points in time in which these individuals will come on board. The number of faculty to students is well within the College's maximum instructional ratios of 1:24 for didactic courses and 1:16 for lab courses.

Faculty hired for these positions will meet SJVC's [Minimum Faculty Qualifications](#) (pgs. 4, 5, and 11-13) as well as the competencies and qualifications outlined in the faculty [Job Description](#); both of which are provided in **Tab 14**. Faculty hired for these positions will attend a two-day orientation where they will receive training on various instructional and assessment related topics. (See pages 9-10 in **Tab 20** – [Description of Fulfillment of Accreditation Standards](#) for more information.)

Although the campus is not operational at the time of this Proposal, the College has developed a plan to hire sufficient and qualified administrators and staff to provide administrative and operational support and meet the student services needs of this site. The [Campus Staffing Chart](#) in **Tab 15** lists the precise numbers and kind of administrators and support staff that will be hired prior to the start of the first student cohort. The management structure of this location is depicted in the campus organization chart provided in **Tab 16** – [Planned Campus Organization Chart](#).⁶

2. Physical Resources

SJVC has planned for the two types of physical resources needed for the addition of the CMA, CAMA and AHCM programs at the San Diego Campus: facilities and equipment.

a. Facilities

As detailed in the Substantive Change Proposal for the San Diego Campus/Dental Hygiene program, the College has been looking at four potential sites for the new campus. Since the submission of that Proposal, college administrators have narrowed their search down to the following site: 333 H Street, Chula Vista, CA 91910.⁷

This facility has ample space to accommodate the classroom and laboratory requirements of the Dental Hygiene, CMA, CAMA and AHCM programs. SJVC's Director of Real Estate has drawn up a standard floor plan for the campus' administrative offices, classrooms, labs, and clinical facilities. The [Space Allocation Plan](#) in **Tab 10** depicts

⁵ As the census in the AHCM program tends to run lower, not as many faculty are required. However, if the program attracts more students than originally anticipated, the College will adjust its staffing plan and hire additional faculty to meet the needs of a larger student population.

⁶ Please note that the majority of the positions for this site have not yet been filled. The College will initiate the hiring process for the campus' positions after ACCJC/WASC approval of this substantive change has been obtained.

⁷ Although the campus will be located in Chula Vista, it will be referred to as the "San Diego Campus."

the location of the classrooms and labs dedicated to the CMA, CAMA and AHCM programs. Minor construction is required to meet these specifications.

b. Equipment

Based on the materials used by the CMA/CAMA and AHCM programs offered at other SJVC sites, the College has developed comprehensive program equipment lists that include capital equipment, consumable supplies, and teaching aids required to support student achievement of course and program learning outcomes. The individual Program Equipment Lists are provided in **Tab 17** and may be accessed by clicking on the hyperlinks below.

[CMA/CAMA Program Equipment List](#)
[AHCM Program Equipment List](#)

In addition, the [Classroom Equipment List](#) in **Tab 17** outlines the furnishings and equipment required to retrofit the classrooms dedicated for these programs.

Upon approval, all equipment will be purchased and installed prior to the start of operations.

3. Fiscal Resources

The start-up funding for these programs will come from SJVC's working capital and bank financing. As of 12/31/11, the College had a cash equivalents balance of \$19,735,563. SJVC also maintains a \$3,000,000 line of credit with Comerica Bank. SJVC will finance capital equipment purchases using the equipment line of credit; these payments are included in the [Campus Budget](#) as administrative expenses which will be funded from existing working capital and student revenue. (**Tab 11**)

C. Student Support Services

Intersecting human and physical resources are the support services the College provides students. The following is list of those available to all SJVC students, regardless of campus or delivery mode, and which the San Diego Campus management team, staff, and faculty will deliver to the students who enroll at the new site. A more complete description of each is provided in **Tab 18 - [Description of Student Support Services and Learning Resources](#).**

- Library
- Academic advising
- Face-to-face and online tutoring
- Career services
- Computer and internet access
- Internet-based resources
- Digital library resources
- Institutional and campus information
- Student information (grades, course schedules, account statements)
- Computer assistance

- Disability services
- Personal support services

SJVC students learn about these services during orientation, and they are listed and described in the catalog and student handbook. Faculty members and staff also inform students about them by referring students to specific services on an as-needed basis.

D. Financial Planning

SJVC is a for-profit junior college that derives its revenue from student tuition. Campus and program budgets are prepared annually based upon (a) estimated costs on institutional research, including historical information, and (b) tuition revenue on predicted enrollment, average attrition, and expected graduates.

The College's financial planning for the San Diego Campus program migration can be found in the [Campus Budget](#) provided in **Tab 11**. Since the campus is not operational at the time of this Proposal, the budget reflects the start-up expenses for this site and its four program offerings (Dental Hygiene and the CMA, CAMA, and AHCM programs) as well as the ongoing operating expenses. Campus and program expenditures are categorized as:

- Direct Expenses
 - Faculty salaries
 - Textbooks and laptop computers
 - Lab supplies which include library resources
 - Other direct expenses
- Administrative Expenses
 - Administrative staff salaries
 - Depreciation expenses for capital equipment purchases
 - Rent
 - Student Recruitment
 - Other administrative expenses

Expenses anticipated to be spent prior to the first day that the campus is in operation include rent, capital equipment, classroom and office furniture and equipment, textbooks and supplies, library resources, laptop computers, student recruitment, campus administrators and staff, and faculty hired one month prior to the start of their first courses.⁸ The start-up capital equipment costs, which total \$1,058,345, will be financed through Comerica Bank over a period of five years with interest and depreciation included in the administrative expense portion of the budget.⁹ The remaining start-up expenses will be funded from existing working capital and student revenue.

⁸ Page 3 of the budget provides a break-down of the expenses required to start of the campus' four programs.

⁹ See depreciation or "D" on yearly budgets.

As noted earlier herein, students enroll in the CMA, CAMA, and AHCM programs every five weeks. As the census grows, so will revenue and expenses. The annual budgets reflect the increase in direct and administrative expenses as student census increases which will necessitate acquisition of additional resources. Additional faculty will be hired as early as the fourth month of the campus 'operation to meet the projected increase in census as well as program instructional requirements. The increase in faculty salaries is seen in both the Year 1 and Year 2 Budgets.

After start-up, the ongoing expenses associated with these programs will be funded from student tuition. As seen in the Year 1 Budget, these programs will contribute to the campus' profitability within the first year of operation. Overall, the program migration will have a minimal impact on SJVC's fiscal resources.



III. Assessment

In accordance with SJVC procedures, the San Diego Campus' academic program offerings will undergo a rigorous review at least once every two years as part of the College's process for ongoing organizational learning and development. Assessing the programs will be a committee made up of faculty, administrators, and leaders of San Diego's professional medical community. Student learning and achievement, which are primary metrics of the institution's success, will be evaluated through a variety of means:

- Student Learning Outcome (SLO) success rates (i.e., course learning outcomes, program learning outcomes, and institutional learning outcomes), measured and analyzed by SJVC's learning management system software
- Course completion and retention rates, grades, and class absenteeism
- Classroom observation results
- Student course evaluation results
- Student satisfaction survey results
- Externship evaluation results
- Graduate Placement rates
- Employer feedback on graduates' skill and preparedness
- Licensure pass rates
- Graduation rates

In addition to the formal biennial reviews, instructors will be expected to use student class performance data and their students' course evaluations on an ongoing basis to make adjustments to how they deliver course material in order to increase student learning and achievement.

Administrators will track retention and completion at regularly scheduled intervals in order to identify trends and potential barriers that prevent students from accomplishing their educational goals.

Like its academic programs, each of SJVC's administrative units has student and employee learning outcomes that serve as the basis for evaluation and continuous improvement. The San Diego Campus administrative units will engage in a self evaluation every other year at a minimum in order to assess the degree to which they meets their SLOs.

As part of the evaluation of administrative and student services, the College will conduct surveys on a regular basis as it does on all campuses. These will include student, alumni, and employee satisfaction questionnaires. Results are analyzed and serve as the basis for plans for improvement.

Supplementing the academic program and administrative unit assessments, all SJVC campuses participate in regularly scheduled institutional effectiveness meetings with the College's Vice President of Administration and Assistant Vice President. At these meetings, the Campus Director and members of the campus management team review and discuss the degree to which the campus has achieved institutional goals in the areas of student enrollment, retention, SLO data collection, licensure pass rates, and graduation

and placement rates. When expectations are not met on a given metric, central administration works with the Campus Director to identify possible root causes for the under-performance and to identify and implement plans for improvement.

These processes will be put in place to evaluate the success of the San Diego Campus.



IV. Internal and External Approvals

A. Statement of Approvals

SJVC has been approved to operate as a private post-secondary institution of higher education granting Associate of Science degrees since 1977. It received regional accreditation from ACCJC/WASC in 1995 and was re-accredited in 2001 and 2007.

Internally, the College has received approval from the Senior Management and the Board of Governors to migrate the CMA, CAMA and AHCM programs to the San Diego Campus. (See **Tab 3: Tab 3a – [Senior Management Approval](#); Tab 3b – [Board of Governors Approval](#)**) On March 7, 2012, the Senior Management endorsed the proposal to migrate these programs to the San Diego Campus. Approval from the Board of Governors was obtained shortly thereafter as described below.

B. Evidence of Legal Requirements

At the present time, SJVC is in the process of finalizing negotiations for the campus' facility lease. Pending ACCJC's approval of its Substantive Change Proposal to establish the San Diego Campus, the College will enter into the lease.

No additional legal requirements need to be satisfied.

C. Governing Board Action and Budget Approval

In March 2012, the Board of Governors reviewed the proposal for the program migration, including the campus budget, and gave their approval to proceed with this change once ACCJC/WASC approval has been obtained.



V. Eligibility Requirements and Accreditation Standards and Policies

In offering the CMA, CAMA and AHCM programs at the San Diego Campus, SJVC is committed to continuing to fulfill the letter and spirit of WASC/ACCJC's eligibility requirements and accreditation standards, including, but not limited to, the Commission's policies on the following:

- Award of credit
- Institutional advertising, student recruitment, and representation of accredited status
- Public disclosure
- Refund of student charges, and
- Transfer of credit

A detailed discussion of SJVC's ongoing efforts to meet each requirement and standard can be found in **Tab 19 – [Description of Fulfillment of Eligibility Requirements](#)** and **Tab 20 – [Description of Fulfillment of Accreditation Standards](#)**, respectively.