



October 14, 2015

Dr. Krista Johns
 Vice President
 Accrediting Commission for Community and Junior Colleges
 10 Commercial Boulevard, Suite 204
 Novato, CA 94949

Dear Dr. Johns:

This letter is in response to the ACCJC letter of August 13, 2015, in which Taft College was asked to provide additional information to the ACCJC in regards to:

- Institution-Set Standards (ISS) for Career-Technical Education
- CTE Program Licensure Examination Pass Rates
- CTE Job Placement Rates
- Student Learning Outcomes Practices

On the basis of the 2015 Annual Report, the Commission has requested that the college revisit the Commission’s standards in these areas, and determine strategies for enhancing its practices. The college has engaged in extensive dialogue regarding the areas listed in the August 13, 2015 letter and has evaluated its practices against Commission standards. This analysis has resulted in actions to correct incomplete information, develop and approve ISS where deficient, and create a plan of action where necessary to improve practices.

Section I: CTE Job Placement Rates

Table 1 shows the count of awards and job placement rates for 2012-2013 for those CTE programs with 10 or more awards. Institution-set standards for each of those CTE programs are also shown.

Table 1. CTE Job Placement Rates and Associated Institution-Set Standards

CTE Program with at least 10 Program Completers in 2012-2013	Count Of Awards	Job Placement Rate in 2012-2013	Institution-Set Standard for Job Placement Rate
Assistant Teacher Locally Approved Certificate	25	80%	75%
Criminal Justice Administration A.S. Degree	23	83%	75%
Dental Hygiene A.S. Degree	17	100%	95%
Dental Hygiene Certificate of Achievement:18 or greater semester (or 27 or greater quarter) units	17	100%	95%

CTE Program with at least 10 Program Completers in 2012-2013	Count Of Awards	Job Placement Rate in 2012-2013	Institution-Set Standard for Job Placement Rate
General Business A.S. Degree	11	73%	65%
Liberal Arts: Allied Health A.A. Degree	20	95%	75%
Management Customer Service Locally Approved Certificate	15	93%	85%

How Job Placement Rates Were Computed

Job placement rates were computed using data provided by the California Education Development Department (EDD) Labor Market Information Division. Social security numbers for every student who received a degree or certificate in every CTE program in 2012-2013 were submitted to EDD, which then provided a count of students within each certificate or degree category who were employed in the four quarters following the certificate or degree award date. This same process will be used each year with slight modifications to (1) account for students who transferred to higher education institutions, and (2) identify more specifically the employment by industry sector for each student.

How Institution-Set Standards for Job Placement Rates Were Computed

Institution-set standards are the “floor” threshold for triggering further action: If the job placement rate for any particular program falls below the ISS for that program, the program is required to conduct an evaluation through the College’s annual program review process as to the cause of the drop and to develop and implement an action plan to facilitate an increase in the job placement rate.

Taft College’s CTE programs utilize exam pass rates and job placement rates in their annual program review, looking at previous years’ rates and setting goals as appropriate for future rates. The annual program review process links strategic planning to resource allocation through a goal-resource request prioritization process driven in part by program need. Consequently, the needs of any particular program to boost student success are taken into account during the resource allocation annual cycle.

The job placement rate data acquired from EDD were evaluated by the program coordinators, division chairs over the relevant CTE programs, the Strategic Planning Committee, and the Governance Council. Institution-set standards were discussed for each program. The ISS was set at 95% for the Dental Hygiene certificate and degree because the job placement rates for those programs are known to be consistently near 100% for Taft College students. It was felt that a high ISS of 95% would be appropriate for these programs given the high job placement rates and labor market demand for employees in the field of dental hygiene.

The job placement rates for the other programs shown in Table 1 were set using the same methodology. For the Allied Health Associate Degree, a lower ISS of 75% was selected because variability in the job placement rate could be greater as most of these students are seeking a career in the highly competitive career field of nursing. Consequently, a difference of only five students would produce a 20% drop in the job placement rate.

Job Placement Rates of all CTE Programs

Table 2 shows the total number of certificates and degrees awarded in 2012-2013 and 2013-2014 for each CTE program. There is a total of 39 certificate and degree programs, seven of which had 10 or more awards in 2012-2013 and nine in 2013-2014.

Table 2. Total CTE Program Completers in 2012-2013 and 2013-2014

CTE Program	Year	
	2012/13	2013/14
Accounting A.S. Degree	2	2
Accounting Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	1	1
Administrative Services A.S. Degree	3	
Administrative Services Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	1	1
Administrative Services I Locally Approved Certificate	1	5
Assistant Teacher Locally Approved Certificate	25	17
Associate Teacher in Early Care, Education, and Family Studies Certificate of Achievement: 12 to fewer than 18 semester (or 18 to fewer than 27 quarter) units	6	9
Automotive Engine Rebuilding *Currently Suspended in Catalog Locally Approved Certificate	1	
Automotive Technology *Currently Suspended in Catalog A.S. Degree	1	
Business Administration A.A. Degree	4	10
Court Reporting A.S. Degree	2	1
Criminal Justice Administration A.S. Degree	23	23
Criminal Justice Administration: Corrections Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	1	
Dental Hygiene A.S. Degree	17	21
Dental Hygiene Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	17	20
Direct Support Education Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	4	1
Early Care, Education & Family Studies A.S. Degree	8	13
Early Care, Education & Family Studies Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	2	4
Early Childhood Education A.S.-T Degree		1
Early Intervention Assistant I Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	3	
Energy Technology A.S. Degree	1	5
Energy Technology Cert of Achv 30 to 59.99 units	4	
Energy Technology Field Tech Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	4	5

CTE Program	Year	
	2012/13	2013/14
Energy Technology Foundation Locally Approved Certificate	4	4
Energy Technology Industrial Health and Safety Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	4	2
Energy Technology Petroleum Engineering/Geological Tech Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	4	4
Energy Technology: Entry Level Certificate of Achievement: 12 to fewer than 18 semester (or 18 to fewer than 27 quarter) units	4	6
General Business A.S. Degree	11	7
Industrial Health and Safety A.S. Degree		1
Information Management and Technology Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	2	
Information Management and Technology Locally Approved Certificate	3	
Liberal Arts: Allied Health A.A. Degree	20	37
Management A.S. Degree		3
Management Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units		4
Management Customer Service Locally Approved Certificate	15	9
Master Teacher in Early Care Education & Family Studies Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	1	
Master Teacher: Special Needs Locally Approved Certificate	4	
Multi-Media Journalism A.A. Degree		1
Teacher in Early Care, Education, and Family Studies Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	1	4

As shown in Table 2, most CTE programs at Taft College award less than 10 certificates or degrees per year. Some of the programs, such as the Liberal Arts Allied Health associate degree program, are relatively new and are seeing dramatic growth.

Section II: CTE Licensure Examination Passage Rates

As required by the ACCJC standards, each career-technical program at Taft College in which students must pass a licensure examination in order to work in their field of study and which had at least 10 program completers in 2012-2013 must (1) State the institution-set standards for examination passage rates in each of those programs, and (2) Specify the examination passage rate in 2012-2013. As shown in Table 3, there is only one program (Dental Hygiene) that meets these criteria. The Dental Hygiene program has a certificate and a degree.

Table 3. CTE Exam Pass Rates and Associated Institution-Set Standards

CTE Program in which students must pass a licensure examination with at least 10 Program Completers in 2012-2013	Count	Exam Pass Rate in 2012-2013	Institution-Set Standard for Exam Pass Rate
Dental Hygiene A.S. Degree	17	100%	95%
Dental Hygiene Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units	17	100%	95%

The Dental Hygiene exam pass rate is consistently at or near 100%. The institution-set standard for the Dental Hygiene licensure examination pass rates was set using the same methodology as the ISS for the job placement rates: exam pass rate data were reviewed by the program coordinator, division chair, and Governance Council and a relatively high ISS of 95% was determined to be appropriate. Taft College's Dental Hygiene examination pass rates generally exceed statewide exam pass rates for the same program at other community colleges. Consequently, the relatively high ISS for this metric are consistent with past performance at Taft College and industry standards.

Although the Court Reporting Program did not have 10 or more completers in 2012-13, the Program established institution-set standards for licensure as well (see Attachment A).

Section III: Student Learning Outcome Practices

In the 2015 Annual Report, Taft College reported a 46% rate of on-going assessments of its courses and 73% on-going assessment rate of its programs. Each institution establishes its definition of *on-going assessment*, so Taft College's Strategic Planning Committee developed the definition to be used at Taft College. If the course did not have multiple assessments during a two-year period of time, it was reported not having "on-going assessments." *To put it a different way, on-going assessment was defined as multiple assessments of SLOs at the course level over a two year period of time.* This standard based on frequency of assessment within a two year period may be high when compared to other institutions.

The calculation used by Taft College in determining its rate of on-gong assessment is based upon reports from eLumen (software repository for assessment results).

The ACCJC letter requested that the College evaluate those courses which did not have on-going assessment by:

Listing the courses, sorted by discipline or program

- Whether the courses or pre-requisite courses, program entry courses, end-of-program courses, and/or general education courses, as appropriate

Listing programs for which 40% or more of the included courses are without ongoing assessment

- 2013-14 student enrollments in each of these programs.
- Whether these programs participate in program review
- How the College evaluated the discipline's/program's participation in ongoing assessment
- What impact the level of the ongoing assessment had on resource allocation

Detailing any other information pertinent to the evaluation of courses and programs for which there is no ongoing assessment of student learning outcomes

Courses

A list of courses which were not assessed in 2013-14 was analyzed to determine if they were pre-requisite courses, program entry course, end-of-program courses, and/or general education courses (Attachment B). A total of 178 courses did not have assessments in the 2013-2014 academic year. An analysis of these courses indicates:

- 18 are prerequisites to other courses
- 1 is a program entry course
- 1 is an end-of-program course
- 11 are general education courses
- 67 were not offered during the 2013-14 year

Taft College has 117 courses within its general education pattern. As noted above, 11 courses (10%) were without assessment results. However, seven of the 11 general education courses could not be assessed because they were not offered in 2013-2014. **During the 2013/14 year, 106 general education courses were offered, and 102 were assessed, resulting in a 96% assessment rate.**

From the list of the courses which were not assessed, 67 were not offered. This leaves 111 courses which were offered, but not assessed. **When removing those courses which were not offered and therefore could not be assessed, the Taft College 2013/14 course assessment rate is 75%.**

Courses within Programs

Transition to Independent Living Program:

Of the 111 courses not assessed, 21 are part of Taft College's Transition to Independent Living Program. This program is a non-credit life skills program for students with intellectual disabilities that requires intensive monitoring of the individuals and regular reports to the regional centers. The goal of this program is for students with disabilities to function independently in their home communities upon completion.

Although SLOs were not formally documented in the eLumen software program, the students' learning outcomes are assessed through individual student program plans. Taft College is committed to including the learning outcomes for these students in its formal SLO process and documenting the assessment in the eLumen repository for ongoing course improvement in the future.

Dental Hygiene:

Fifteen courses within Taft College's Dental Hygiene program are assessed on an ongoing basis; however, results are not captured formally in eLumen. Faculty members discuss course improvements in staff meetings. Since the program has relatively few students (48 on average), students are known by name and their progress and student learning is closely tracked. Faculty are being trained to document assessment results in eLumen so that the student learning outcomes are formal, documented and evaluated for ongoing course improvement in the future.

Early Care, Education and Family Studies:

Fifteen courses in the Early Care, Education, and Family Studies (ECEP) discipline were not assessed. Ten of the fifteen courses were not offered during the 2013-2014 academic year. The other five courses are elective courses and not part of the Associate degree.

Industrial Education Safety:

Taft College offers a series of short term (.25 units) 8-hour long Industrial Health and Safety (Industrial Education Safety—IES) courses and 25 of them have not been assessed. All of these courses have been taught by adjunct faculty who are professionals in their field. With the courses only offered on one day basis, assessment results have not been documented in eLumen. The College will develop and embed student learning outcomes within the final class assessment to ensure these courses are also being assessed.

English as a Second Language:

Within the non-credit classes for ESL, six courses have not been assessed due to low enrollments, cancellation of the courses and the nature of open-entry, open-exit classes. Assessments for these courses have created a challenge similar to the short term IES courses.

Programs

Similar to the definition for *on-going assessments* for courses, Taft College defined *on-going assessments* for programs to mean all courses within the program (degrees and certificates), should have assessments at least once during a two year cycle. We reviewed the course work during the fall 2012 through spring 2014 year. In the August 13, 2015 letter, ACCJC requested the College identify those programs in which 40% or more of the included course are without on-going assessments. Further, ACCJC asked the College to stipulate if these programs participated in the program review process.

Only three programs are identified as having 40% or more courses within the program lacking on-going assessments. Although courses in these programs have not had on-going assessments, the programs regularly participate in annual program review. Table 4 shows these programs.

Table 4. Programs Identified as Having 40% or More Courses Lacking On-Going SLO Assessment

Program Name	2013-14 Enrollment	Participation in Program Review
Dental Hygiene	40 students	Yes
Independent Living Skills (TIL)	70 students	Yes
Industrial Health and Safety	52 students	Yes

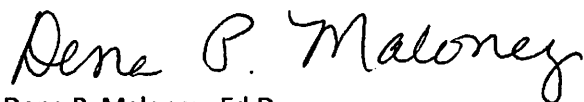
Most program reviews have relied on the analysis of student achievement data when making decisions for program improvements. Taft College recognizes that the link between the analysis of SLO data and resource allocation decision-making must be strengthened. As a part of our Actionable Improvement Plan for Standard IIA1c, the College has requested technical assistance through the Institutional Effectiveness Partnership Initiative (IEPI) program to address this issue. A team is scheduled to visit the College in November, 2015.

Conclusion Regarding SLO Assessment:

Upon review of the data, we have determined that our 2015 Annual Report erroneously reported only 44% of the courses had on-going assessment. This is due to the fact that some of the courses included in our calculation were not offered and therefore could not be assessed. The 2013-14 assessment rate for General Education courses is 96% and the 2013-14 overall assessment rate at the course level is 75%. Moreover, there are only three programs in which 40% or more of courses within the program lack on-going assessment. Each of these three programs participate in annual program review. We will ensure that our 2016 Annual Report correctly considers the calculation of those courses and programs with ongoing assessment.

We look forward to your review of this information and appreciate the opportunity clarify, correct and submit more complete information from the 2015 Annual Report. If you have questions, please do not hesitate to contact me.

Sincerely,



Dena P. Maloney, Ed.D.
Superintendent/President
Taft College

Attachments:

- Attachment A: Selected Tables from 2015 Annual Report
- Attachment B: List of Courses Sorted by Discipline or Program

Attachment A

ACCJC 2015 Annual Report - Selected Data

Taft College Incomplete or Corrected Data

#	Question	Answer																																
19c.	Number of CTE certificates and degrees for which the institution has set a standard for licensure passage rates:	2																																
19d.	Number of CTE certificates and degrees for which the institution has set a standard for graduate employment rates:	7																																
20	<p>2012-13 examination pass rates in programs for which students must pass a licensure examination in order to work in their field of study</p> <table border="1" data-bbox="331 721 1398 1017"> <thead> <tr> <th>Program</th> <th>CIP Code 4 digits (##.##)</th> <th>Examination</th> <th>Institution Set Standard (%)</th> <th>Pass Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Dental Hygiene</td> <td>51.06</td> <td>State</td> <td>95%</td> <td>100%</td> </tr> <tr> <td>Court Reporting (dictation test)</td> <td>22.03</td> <td>State</td> <td>50%</td> <td>67%</td> </tr> <tr> <td>Court Reporting (English test)</td> <td>22.03</td> <td>State</td> <td>50%</td> <td>80%</td> </tr> <tr> <td>Court Reporting (Professional Practices Test)</td> <td>22.03</td> <td>State</td> <td>50%</td> <td>67%</td> </tr> </tbody> </table>	Program	CIP Code 4 digits (##.##)	Examination	Institution Set Standard (%)	Pass Rate (%)	Dental Hygiene	51.06	State	95%	100%	Court Reporting (dictation test)	22.03	State	50%	67%	Court Reporting (English test)	22.03	State	50%	80%	Court Reporting (Professional Practices Test)	22.03	State	50%	67%								
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21	<p>2012-13 Job Placement Rates for students completion certificate programs and CTE (career-technology education) degrees:</p> <table border="1" data-bbox="344 1125 1398 1506"> <thead> <tr> <th>Program</th> <th>CIP Code 4 digits (##.##)</th> <th>Institution Set Standard (%)</th> <th>Job Placement Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Assistant Teacher Locally Approved Certificate</td> <td></td> <td>75%</td> <td>80%</td> </tr> <tr> <td>Criminal Justice Administration A.S. Degree</td> <td></td> <td>75%</td> <td>83%</td> </tr> <tr> <td>Dental Hygiene A.S. Degree</td> <td></td> <td>95%</td> <td>100%</td> </tr> <tr> <td>Dental Hygiene Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units</td> <td></td> <td>95%</td> <td>100%</td> </tr> <tr> <td>General Business A.S. Degree</td> <td></td> <td>65%</td> <td>73%</td> </tr> <tr> <td>Liberal Arts: Allied Health A.A. Degree</td> <td></td> <td>75%</td> <td>95%</td> </tr> <tr> <td>Management Customer Service Locally Approved Certificate</td> <td></td> <td>85%</td> <td>93%</td> </tr> </tbody> </table>	Program	CIP Code 4 digits (##.##)	Institution Set Standard (%)	Job Placement Rate (%)	Assistant Teacher Locally Approved Certificate		75%	80%	Criminal Justice Administration A.S. Degree		75%	83%	Dental Hygiene A.S. Degree		95%	100%	Dental Hygiene Certificate of Achievement: 18 or greater semester (or 27 or greater quarter) units		95%	100%	General Business A.S. Degree		65%	73%	Liberal Arts: Allied Health A.A. Degree		75%	95%	Management Customer Service Locally Approved Certificate		85%	93%	
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Attachment B

Taft College List of Courses without Assessments for the 2013-2014 Academic Year

(X = means yes)

Course	Prerequisite Course	Program Entry Course	End-of-program Course	General Education Course	Not offered 2013-2014
BUSN 1051					X
BUSN 1052					X
BUSN 1053					X
BUSN 1055					X
COSC 1000					X
COSC 1800					X
COSC 1820					
COSC 1850				X	X
COSC 1860					X
CTRP 1210					
CTPR 1250					
ENER 1005					
ENER 1025					
ENER 1510				X	
ENER 1515					
ENER 1520					
ENER 1530					
IES 1050					X
IES 1052					X
IES 1053					
IES 1057					
IES 1058					
IES 1062					
IES 1067					
IES 1100					
IES 1102					
IES 1103					
IES 1104					
IES 1105					
IES 1106					
IES 1107					
IES 1108					
IES 1109					
IES 1112					
IES 1113					
IES 1114					
IES 1115					
IES 1116					
IES 1119					
IES 1120					
IES 1125					

Course	Prerequisite Course	Program Entry Course	End-of-program Course	General Education Course	Not offered 2013-2014
IES 1500					
INTC 1000					
INTC 1100			X		
MGMT 1515					
MGMT 1520					
MGMT 1525					
PETC 1100					
PETC 1102					
PETC 1103					
WELD 1020					X
WELD 1040					
WKEX 1513					X
WLEX 1514					X
WTER 1510					Not active
WTER 1610					Not active
ART 1631					X
ART 1850					
ART 1860					
ART 2010				X	X
ENGL 2300				X	X
ENGL 2500				X	X
ESL 0010	X				
ESL 0020	X				
ESL 0030	X				
ESL 0040	X				X
ESL 0050	X				X
ESL 0090					X
ESL 0610					
ESL 0705	X				
JRNL 1620					
JRNL 2105					X
MUSC 1520					X
DS 1501	X	X			Not active
DS 1502					Not active
DS 1503					Not active
ILS 0013					
ILS 0016	X				
ILS 0018					
ILS 0022					
ILS 0031	X				
ILS 0032	X				
ILS 0033					
ILS 0041	X				
ILS 0043					
ILS 0046	X				
ILS 0048					

Course	Prerequisite Course	Program Entry Course	End-of-Program Course	General Education Course	Not Offered 2013-14
ILS 0050	X				
ILS 0051					
ILS 0055	X				
ILS 0056	X				
ILS 0057					
ILS 0058					
ILS 0060	X				
ILS 0061					
ILS 0071					
ILS 0075					
INCO 1048					X (still 1548)
LRSK 0230					X
LRSK 0240					X
LRSK 0250					X
LRSK 0260					X
LRSK 0920					X
LRSK 0930					X
STSU 0205					X
STSU 1016					x
STSU 1017					X
STSU 1019					
TUTR 0260					
ANTH 1501				X	
BIOL 1510				X	X not active
BIOL 2204				X	X not active
CHEM 1520					X
DNTL 1054					
DNTL 1512					
DNTL 1513					
DNTL 1514					
DNTL 2020					
DNTL 2023					X
DNTL 2024					
DNTL 2025					
DNTL 2026					
DNTL 2130					
DNTL 2240					
DNTL 2243					
DNTL 2243					
DNTL 2244					
DNTL 2245					
ENGR 1540					X
ENGR 1550					X
ESCI 1520					X
GEOL 1501					X
HLED 1531					

Course	Prerequisite Course	Program Entry Course	End-of-Program Course	General Education Course	Not Offered 2013-14
HLED 1535					
HLED 1541					
HLED 1543					X
MATH 1520				X	
MATH 1530	X				
PHED 1508					
PHED 1529					X
PHED 1534					X
PHED 1539					X
PHED 1629					
PHED 1632					
PHED 1729					X
PHED 1732					
PHED 1734					
PHED 2508					
PSCI 1520					X
ADMJ 1501	X	X			
ADMJ 1503					
ADMJ 1506					
ANTH 1524					X
CJA 2104					X
CJA 2111					
CJA 2112					
CJA 2113					
CJA 2115					X
CJA 2131					
CJA 2133					
CJA 2135					X
ECEF 1001					X
ECEF 1031					
ECEF 1090					X
ECEF 1541					X
ECEF 1551					X
ECEF 1561					
ECEF 1582					X
ECEF 1583					
ECEF 1584					X
ECEF 1612					
ECEF 1621					X
ECEF 1653					X
ECEF 1654					X
ECEF 1660					X
ECEF 1661					
HIST 2204				X	
PSYC 1018					X Not active
Totals	18	1	1	11	67