



Program Learning Outcomes

Learning outcomes are statements that describe the knowledge, skills, and abilities that program participants will have after successfully completing the Academy. By reviewing the program outcomes, you can see the type of knowledge and skills you will be able to demonstrate to future employers.

Accreditation

Demonstrated knowledge, skills, and abilities to:

Accept responsibility for accreditation outcome

Present a plan of action with time lines and assignments for every standard

Identify resources to support accreditation (human, technology, financial)

Identify multiple accrediting agencies for your institution

Articulate accreditation history at your institution including a statement of prior responses to recommendations at institution (going back as many accreditation cycles as possible)

Articulate accreditation history for the District, recommendations, and responses

Create plan for public (internal and external) response to accreditation outcome

Create plan for next cycle of accreditation

Knowledge of ACCJC accreditation changes

Student Success and Completion

Demonstrated knowledge, skills, and abilities to:

Articulate a vision, plan, and climate for student success

Institutionalize student success

Provide evidence of what works and what fails at your institution

Identify research supporting decision-making

Articulate success expectations for students, faculty, and staff (including President)

Identify a follow- up strategy for un-met expectations



Identify key student success models from across the country

Knowledge of your institution's student success data

Academic Affairs

Demonstrated knowledge, skills, and abilities to:

Provide academic vision

Articulate institutional academic mission

Understand/appreciate role of faculty

Contribute to the body of knowledge

Create /modify academic policies/procedures for institution

Evaluate academic success of institution

Evaluate/create/modify academic resources (HR, physical, fiscal, technology)

Foster innovation in classroom

Calculate FTES /Faculty Load

Interpret contracts

Manage grievances

Engage Trustees in academic mission

Demonstrate fiscal acuity/soundness

Identify and engage non-traditional resources

Engage in participatory governance (not shared)

Elevate academic expectations

Curriculum

Demonstrated knowledge, skills, and abilities to:

Understand role /function academic senate

Support faculty in the delivery of curriculum



Organize academic environment by discipline(s)

Understand rules regarding (grades, attendance, class room activity)

Encourage in robust program evaluations/review

Budget and Finance

Demonstrated knowledge, skills, and abilities to:

Understand the role and structure of the District, State and Federal education budgets

Understand and explain fiscal reports

Understand funding formulas and calculations

Demonstrate knowledge of audit requirements and role of auditors

Demonstrate knowledge of bid and purchasing requirements

Demonstrate knowledge of postsecondary legislation

Demonstrate knowledge of budget reductions/cutting (processes and practice)

Articulate working knowledge of the language of accounting and the structure of accounts

Articulate strategy for planned giving, risk management, bonds and debt

Articulate familiarity with California Education Code

Work with internal/external committees

Implement fiscal policy (district, state, national)

Facilities Master Planning and Oversight

Demonstrated knowledge, skills, and abilities to:

Demonstrate knowledge of district/ college facilities master plan

Demonstrate knowledge of facility construction strategies (secondary effects, EIR, codes)

Articulate bond financing strategies

Understand legal requirements for construction and legal requirements for monitoring

Communicate broadly during construction



Demonstrate knowledge of FEMA training

Human Resources

Demonstrated knowledge, skills, and abilities to:

Interpret and effectively apply collective bargaining provisions

Identify and successfully apply performance based management strategies

Create fact-based improvement plans for employees and follow-up strategies

Identify strategic approaches to preventing and dealing with employee grievances

Develop and enhance labor relations through consultation

Recognize common pitfalls when supervising employees

Describe the characteristics of an effective professional development program

Knowledge of the procedures to be followed in the termination or non-retention of academic or classified personnel

Internal/External Communications

Demonstrated knowledge, skills, and abilities to:

Articulate a plan for communications

Set a standard for communication

Build a staff for communication

Provide communication technology and other resources including staff development

Develop a strategy for mass communication

Work with multiple media

Understand that everything is a message (campus climate, grounds keeping, mail delivery, student services, custodial services, athletics, theater)

Communicate with campus during an emergency



Community Relations and Legislative Advocacy

Demonstrated knowledge, skills, and abilities to:

Relate to critical partners in local community (chambers, school boards, activists, donors, employers, public and private agencies and civic organizations)

Engage elected officials as a leader of the college

Craft a legislative agenda supporting the college vision and plan

Understand the politics of an event or legislator

Represent college at all times (visible as necessary)

Provide resources (academic and non-academic) for community activities or events

Technology Policy and Planning

Demonstrated knowledge, skills, and abilities to:

Develop technology master plan

Provide resources (including human resources) for technology plan implementation

Articulate a vision for technology

Have personal technology skills

Fund staff development supporting technology

Support curriculum related technology

Upgrade infrastructure for technology

Conflict Resolution

Demonstrated knowledge, skills, and abilities to:

Articulate board policies relative to conflict

Articulate state /federal law relative to conflict

Become aware of past practices, traditions and history relating to the conflict

Invoke the institutional code of ethics as appropriate in a conflict



- Understand the contractual rights of conflicting parties
- Know when to ask for mediation services
- Understand the need for and the role of legal counsel
- Engage the power of the presidency in resolving a conflict
- Foster communication between or among conflicting parties

Diversity, Equity and Inclusion

Demonstrated knowledge, skills, and abilities to:

- Create value around diversity, equity and inclusion
- Create a strategic plan for DEI
- Communicate a climate of DEI
- Provide general fund support for DEI
- Create institutional performance expectations DEI
- Evaluate effectiveness of DEI
- Demonstrate support for DEI in HR selection
- Create policy statements that align institution with DEI
- Demonstrate support for DEI in curricular and co-curricular activities

Academic Senate, Unions, Governance

Demonstrated knowledge, skills, and abilities to:

- Articulate a collective bargaining philosophy
- Articulate a governance philosophy
- Demonstrate knowledge of collective bargaining contract(s)
- Demonstrate skill in contact(s) negotiation and administration
- Articulate the history and role of academic senate in a community college
- Demonstrate knowledge of state law involving academic senate in a community college



Demonstrate knowledge of role of senate in governance

Demonstrate knowledge of role of unions in contract administration

Demonstrate familiarity with agency and government expectations and demands involving governance

Institutional Effectiveness Research and Planning

Demonstrated knowledge, skills, and abilities to:

Demonstrate a commitment to planning

Apply data to decision making

Understand the connection between planning and budgeting

Understand and apply modern research methodology

Establish, plan and support broad based models for IE and research

Create a climate in support of an effective institution