
Standard III - Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.

A. Human Resources

The institution employs qualified personnel to support student learning programs and services wherever offered and by whatever means delivered, and to improve institutional effectiveness. Personnel are treated equitably, are evaluated regularly and systematically, and are provided opportunities for professional development. Consistent with its mission, the institution demonstrates its commitment to the significant educational role played by persons of diverse backgrounds by making positive efforts to encourage such diversity. Human resource planning is integrated with institutional planning.

1. The institution assures the integrity and quality of its programs and services by employing personnel who are qualified by appropriate education, training, and experience to provide and support these programs and services.

Evidence

- Reasonable means for deciding what employee qualifications are needed for each position.
- Use of a clear and reasonable process for determining personnel selection criteria.

Sources of Information/Data

Source	Location
Board Policy (Minimum Quals)	VCCCD website

- a. **Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority. Criteria for selection of faculty include knowledge of the subject matter or service to be performed (as determined by individuals with discipline expertise), effective teaching, scholarly activities, and potential to contribute to the mission of the institution. Institutional faculty play a significant role in selection of new faculty. Degrees held by faculty and administrators are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.**⁴

Evidence

- Hiring procedures are written and consistently applied.
- Verifies employee degrees, experience, and references of newly hired personnel.

Sources of Information/Data

Source	Location
Board Policy (Hiring Criteria)	
Board Policy (Minimum Quals)	

- b. **The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.**

Evidence

- A systematic process for determining personnel evaluation criteria.
- Evaluation criteria are based on job responsibilities.
- Evaluation processes are written and followed.
- Evaluations are conducted regularly.
- Use of the results of personnel evaluations for improvement.

Sources of Information/Data

Source	Location

- c. **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.**

Evidence

Evaluation of the effectiveness in producing student learning outcomes of teachers, tutors, and others involved in the teaching-learning process.

Sources of Information/Data

Source	Location

- d. **The institution upholds a written code of professional ethics for all of its personnel.**

Evidence

Application of an ethics document or documents for all personnel.

Sources of Information/Data

Source	Location
Faculty Code of Ethics	
Classified Senate President	

2. **The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The institution has a sufficient number of staff and administrators with appropriate preparation and experience to provide the administrative services necessary to support the institution’s mission and purposes.**

Evidence

- Employment of a core of full-time faculty.
- Employment of qualified administrators and support staff in sufficient numbers.

Sources of Information/Data

Source	Location
Staff Data	Office of Institutional Research
Employee Survey Sufficient staffing/personnel to do the work Barriers – insufficient staff support	

3. The institution systematically develops personnel policies and procedures that are available for information and review. Such policies and procedures are equitably and consistently administered.

Source	Location
Human Resources	

- a. The institution establishes and adheres to written policies ensuring fairness in all employment procedures.

Evidence

Administration of its personnel policies consistently and fairly.

Sources of Information/Data

Source	Location
Board Policy (Equal Employment)	
Board Policy (Discrimination)	

- b. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

Evidence

- Maintenance of personnel records safely.
- Process that provides employees access to their records.

Sources of Information/Data

Source	Location
Human Resources	

4. The institution demonstrates through policies and practices an appropriate understanding of and concern for issues of equity and diversity.

Evidence

- Written policies on equity and diversity.
- Sensitivity to issues of equity and diversity.

Sources of Information/Data

Source	Location
Board Policy (Discrimination)	
Diversity Officers' Procedures	

a. The institution creates and maintains appropriate programs, practices, and services that support its diverse personnel.

Evidence

Programs and services are designed to provide for the range of personnel needs at the institution.

Sources of Information/Data

Source	Location
Employee Workshops	
Software Training	

b. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

Evidence

Process for tracking, analyzing, and using the institution’s employment equity record.

Sources of Information/Data

Source	Location
Board Policy (Equal Employment Policy)	
Human Resources	

c. The institution subscribes to, advocates, and demonstrates integrity in the treatment of its administration, faculty, staff and students.

Evidence

Institution’s treatment of its personnel and students.

Sources of Information/Data

Source	Location
Board Policy (Policy for Complaints of Unlawful Discrimination)	
College’s Core Principles	Catalog

5. The institution provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on identified teaching and learning needs.

Source	Location

- a. The institution plans professional development activities to meet the needs of its personnel.

Evidence

Use of identified teaching and learning needs to determine professional development opportunities.

Sources of Information/Data

Source	Location

- b. With the assistance of the participants, the institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

Evidence

Evaluation of the professional development needs of personnel.

Sources of Information/Data

Source	Location

6. Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.

Evidence

- Process for determining human resource needs of programs & services.
- Use of analyses in determining hiring priorities.
- Systematic consideration and reliance on the needs of programs and services in determining hiring priorities.
- Programs are based on identified needs.
- Staff involvement in the programs' evaluation.
- Assessment of the use of its human resources.
- Institutional plans determine human resource allocation priorities.
- Human resource decisions are based on the results of evaluation of program and service needs.

Sources of Information/Data

Source	Location

B. Physical Resources

Physical resources, which include facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness.

Physical resource planning is integrated with institutional planning.

- 1. The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.**

Evidence

- How the institution evaluates the safety and sufficiency of its facilities.
- The institution provides adequate facilities for its programs and services.
- Off-campus sites are adequate to support programs conducted at those sites.
- Equipment supports the needs of its programs and services.
- Equipment supports the needs of the distance modes of delivery the college offers.

Sources of Information/Data

Source	Location
Crime Statistics	
Employee Survey On-the-job safety & personal security Barriers – insufficient or lack of equipment	
Student Perception Survey Comments	Office of Institutional Research

- a. **The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.**

Evidence

- How the institution plans and maintains its facilities.
- The institution bases its building plans on the needs of programs and services.
- The institution has replacement and maintenance plans for equipment.
- The institution uses its facilities and equipment effectively.

Sources of Information/Data

Source	Location
Deferred Maintenance Plan	
Five-Year Construction Plan	

- b. **The institution assures that physical resources at all locations where it offers courses, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.**

Evidence

How the institution constructs and maintains its facilities at all locations.

Sources of Information/Data

Source	Location

2. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

Evidence

- How the institution evaluates its facilities.
- How the institution evaluates the physical resources needs of its programs and services.
- How the institution plans its facilities.
- How the institution makes decisions about equipment purchases.

Sources of Information/Data

Source	Location

a. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

Evidence

- Long-range capital projects are based on institutional planning.
- Institution has considered the total cost of ownership when making decisions about facilities and equipment.

Sources of Information/Data

Source	Location

- b. Physical resource planning is integrated with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.**

Evidence

- The institution assesses the use of its physical resources.
- Institutional plans determine physical resource priorities.
- Physical resource decisions are based on the results of evaluation of program and service needs.

Sources of Information/Data

Source	Location

C. Technology Resources

Technology resources are used to support student learning programs and services and to improve institutional effectiveness. Technology planning is integrated with institutional planning.

1. The institution assures that any technology support it provides is designed to meet the needs of learning, teaching, college-wide communications, research, and operational systems.

Evidence

- Process for the evaluation of how well technology is meeting the needs of programs and services.
- Process for the evaluation of how well technology is meeting the need for college-wide communications, research, and operational systems.
- How the institution makes decisions about technology services, facilities, hardware, and software.

Sources of Information/Data

Source	Location

- a. Technology services, computer specialist, professional support, facilities, hardware, and software are designed to enhance the operation and effectiveness of the institution.

Evidence

How the institution evaluates the effectiveness of its technology.

Sources of Information/Data

Source	Location

b. The institution provides quality training in the effective application of its information technology to students and personnel.

Evidence

- Assessment of the need for information technology training for students and personnel.
- Training is designed to meet the needs of students and personnel.

Sources of Information/Data

Source	Location

c. The institution systematically plans, acquires, maintains, and upgrades or replaces technology infrastructure and equipment to meet institutional needs.

Evidence

- How the institution plans and maintains its technology infrastructure and equipment.
- The institution bases its technology plans on the needs of programs and services.
- Institution has replacement and maintenance plans for its technology.

Sources of Information/Data

Source	Location
Technology Plan	

d. The distribution and utilization of technology resources support the development, maintenance, and enhancement of its programs and services.

Evidence

How the institution uses and distributes its technology resources.

Sources of Information/Data

Source	Location
Technology Plan	

2. Technology planning is integrated with institutional planning. The institution systematically assesses the effective use of technology resources and uses the results of evaluation as the basis for improvement.

Evidence

- How the institution assesses the technology needs of its programs and services.
- Institution assesses the use of its technology resources.
- Institutional plans determine technology resource priorities.
- Technology resource decisions are based on the results of evaluation of program and service needs.

Sources of Information/Data

Source	Location

D. Financial Resources

Financial resources are sufficient to support student learning programs and services and to improve institutional effectiveness. The distribution of resources supports the development, maintenance, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. Financial resources planning is integrated with institutional planning.

Evidence

- Copies of annual budget.
- Audits for past three years.
- Financial plans associated with institutional plans, budget documents prepared to grant and other external funding.
- Data showing financial planning is regularly evaluated and the results of that evaluation.
- Documents showing institutional fiscal commitments for foreseeable future, including contracts for services, employee agreements, loans and other debt.
- Fiscal planning process.

Sources of Information/Data

Source	Location
Employee Survey	

1. The institution relies upon its mission and goals as the foundation for financial planning.

Evidence

- The mission and goals are used in short and long range financial planning.
- List of financial goals.
- A grid showing financial contributions to meeting goals.
- Introductory text to fiscal documents such as annual budgets.
- Long range capital plans.
- Long range financial plans such as: documents showing the relationship to educational goals as identified through institutional assessment and planning.

Sources of Information/Data

Source	Location
College Plan	

a. Financial planning is integrated with and supports all institutional planning.

Evidence

- Fiscal planning follows institutional planning in time sequence, and that funds are used to achieve institutional plans.
- Fiscal planning is evaluated on the basis of its contribution to achievement of institutional goals, not solely on the basis of accounting principles of good practice.

Sources of Information/Data

Source	Location

b. Institutional planning reflects realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

Sources of Information/Data

Source	Location

- c. **When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies and plans for payment of liabilities and future obligations.**

Sources of Information/Data

Source	Location

- d. **The institution clearly defines and follows its guidelines and processes for financial planning and budget.**

Sources of Information/Data

Source	Location

2. **To assure the financial integrity of the institution and responsible use of financial resources, the financial management system has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making.**

Evidence

- Documents describing the financial planning and budgeting processes.
- Minutes or other records showing the institution has followed those processes.

Sources of Information/Data

Source	Location

- a. **Financial documents, including the budget and independent audit, reflect appropriate allocation and use of financial resources to support student learning programs and services. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.**

Evidence

An annual external audit.

Sources of Information/Data

Source	Location

- b. **Appropriate financial information is provided throughout the institution.**

Sources of Information/Data

Source	Location

- c. **The institution has sufficient cash flow and reserves to maintain stability, strategies for appropriate risk management, and realistic plans to meet financial emergencies and unforeseen occurrences.**

Sources of Information/Data

Source	Location
Board Policy (Reserves)	

- d. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

Sources of Information/Data

Source	Location
Board Policy (Foundation)	
Board Policy (Bookstore/Cafeteria)	

- e. All financial resources, including those from auxiliary activities, fund-raising efforts, and grants are used with integrity in a manner consistent with the mission and goals of the institution.

Sources of Information/Data

Source	Location
Mission & Goals	
Board Policy (Foundation)	
Board Policy (Bookstore/Cafeteria)	

- f. Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution.⁵

Sources of Information/Data

Source	Location
Board Policy (Contracts)	

- g. The institution regularly evaluates its financial management processes, and the results of the evaluation are used to improve financial management systems.**

Sources of Information/Data

Source	Location