Standard IIIB: Physical Resources

Physical resources, which includes facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.

III.B.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 and means of delivery.

Descriptive Summary

Pasadena City College (PCC) serves a district population of over 403,596 in ten communities, which include Altadena, Arcadia, La Cañada-Flintridge, Pasadena, South Pasadena, San Marino, Sierra Madre, and Temple City, and parts of El Monte and Rosemead (IIIB-1: PCC Fact Sheet). Figure 1 is map of the main PCC campus. The PCC main campus is 53 acres and is located in the 1500 block of East Colorado Boulevard and comprises 53 acres (IIIB-2: PCC Campus Map).
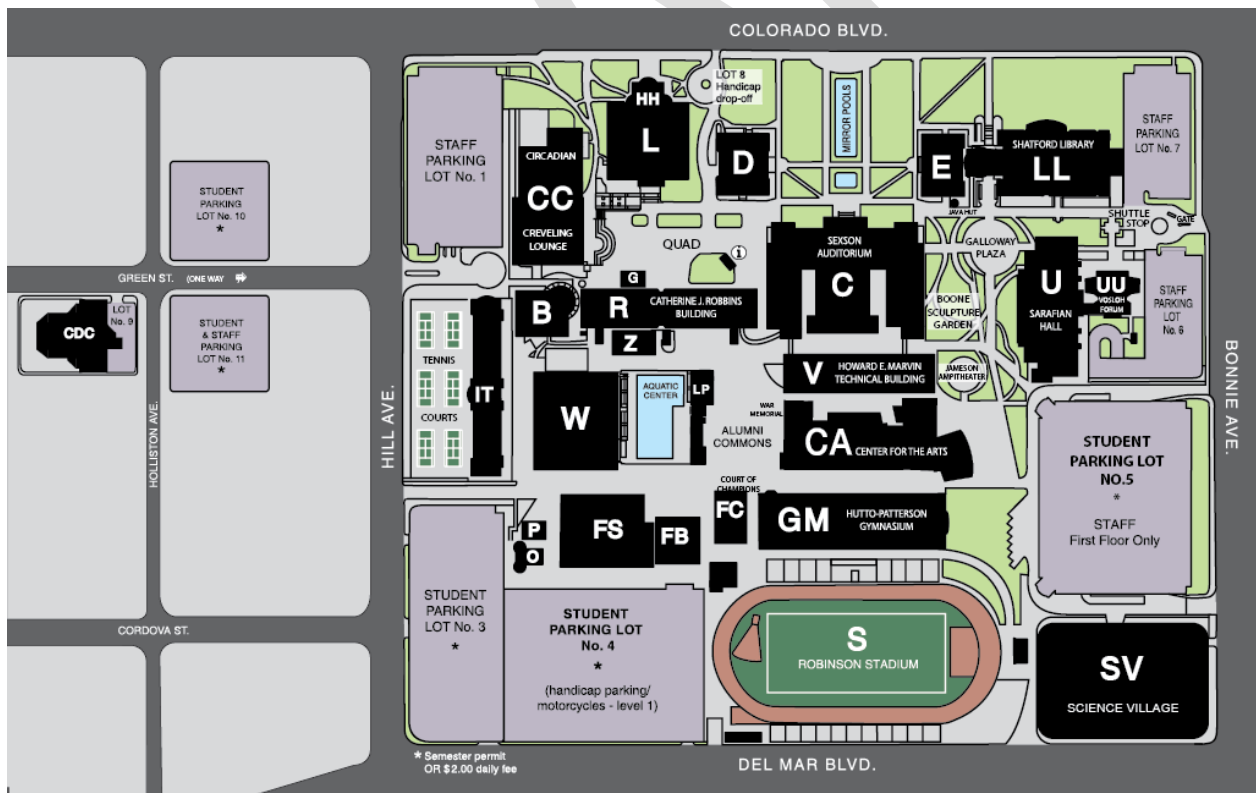

Figure 1: Main PCC Campus Map

Currently, the college has 16 main buildings, two parking structures, and seven smaller buildings, for a total of 958,383 gross square feet, of which 653,134 square feet is assignable. The college also includes the Community Education Center (CEC) at 3035 East Foothill Boulevard, the Child Development Center (CDC) at 1324 East Green Street, and the Rosemead Center at 4105 North Rosemead in Rosemead, California. Figures 2 and 3 show the location of the CEC and CDC in relation to the main PCC campus. The college also owns residential properties adjacent to the east perimeter of the campus.

To accommodate the needs of the community, PCC runs an Extended Learning Program that serves more than 11,000 fee-paying clients annually. The college is home to the monthly Flea Market that attracts over 450 vendors and is attended by thousands of community members. Proceeds from the Flea Market help to fund student scholarships.
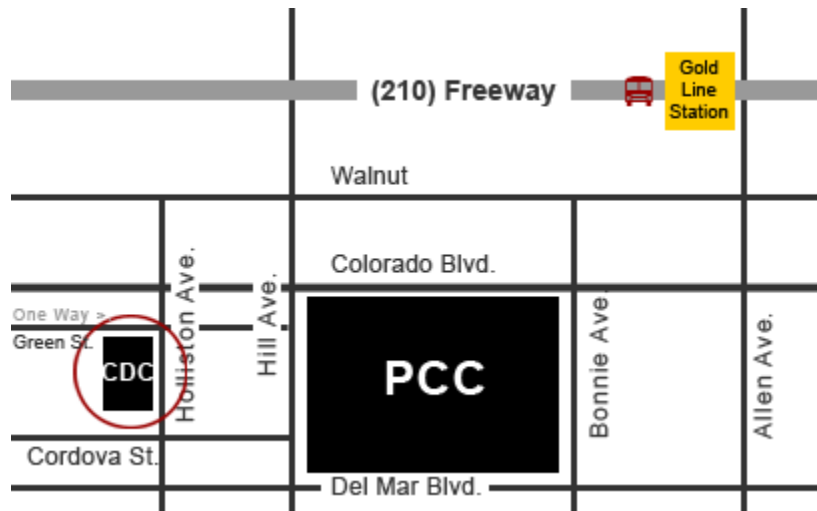

Figure 2: PCC CEC Location

Figure 3: PCC CDC Location

There are many ways in which Pasadena City College ensures that its facilities are sufficient, safe, and well maintained to support the mission of the college and to ensure that all students, faculty, and staff have access to needed resources.

The college maintains a 24-hour Police and Safety Department. Members of this department are actively involved in the safety of the campus and the surrounding community. As a result overall crime on campus has been reduced since the time of the last self-evaluation. The college publishes the annual campus safety report and all campus crime statistics on its website (IIIB-3: PACCD 2010-2012 Annual Clery Report).

The Police and Safety Department also provide security and crime prevention tips for the campus community. Trainings for faculty and classified staff have been incorporated into campus events. The 2013 Faculty Professional Learning Days included training regarding PCC's Active Shooter Response Plan (IIIB-4: Fall 2013 Faculty PLD Flyer). This training included information on ways that faculty, staff, managers, and students should respond during this type of safety crisis (IIIB-5: Active Shooter Response Plan video, IIIB-6: Active Shooter Website Snapshot). The campus also has an Emergency Preparedness Plan (IIIB-7: Emergency Preparedness Website Snapshot), a system for identifying levels of emergency and appropriate responses (IIIB-8: Levels of Emergency Website Snapshot), and uses the RAVE Emergency

Text Message Alert System (IIIB-9: RAVE Website Snapshot). These programs are addressed in more detail in III.B.1.b of this document.

The College's safety is assured by teams from College and Business Services, Facilities, and Campus Police. Together, they ensure that all local laws and codes are met by the campus. Additionally, Board Policy 5050: Risk Management establishes criteria for evaluating safety (IIIB-10: Board Policy 5050: Risk Management). The safety and accessibility of campus facilities is regularly inspected by members of the facilities team and Campus Police to ensure that all college sites and facilities meet code compliance. The College also provides periodic safety training.

The campus uses multiple measures to ensure that sufficient facilities are provided to support all on-campus, off-campus, and distance education programs and that these facilities are used effectively and efficiently. In the Fall 2012 Student Survey, students were asked to rate classroom facilities and equipment. Overall, students reported that they are satisfied with the campus facilities (IIIB-11: Fall 2012 Student Survey). In the 2009 Faculty Technology Survey, 822 faculty members were asked about their satisfaction regarding technology and support (IIIB-12: 2009 Faculty Technology Survey). Faculty responses indicated high satisfaction with smart classroom technology and help desk services. Faculty also indicated lower satisfaction with smart carts and the Management Information System (MIS). As a result, more smart classrooms have been added, smart carts have been reduced, and help desk hours have been expanded. Additionally, the college is now using Fusion and 25Live software programs to ensure that facilities are assigned and used effectively. For security purposes, all software programs and services are maintained by third-party vendors. The College maintains a room usage database to effectively analyze the efficiency of classroom and laboratory usage. These reports are documented in III.B.1.a of this document. To aid in informing plans for the future, the College has extensively reviewed and updated plans for future facilities needs and has produced the District Master Plan 2010 to guide facilities planning. The District Master Plan is currently being updated and will become the Centennial Campus Master Facilities Plan (IIIB-13: District Master Plan 2010, IIIB-14: Centennial Facilities Master Plan Presentation 10/2013, IIIB-15: Pasadena CCD-Five Year Construction Plan).

Self-Evaluation

Pasadena City College maintains a safe environment that is conducive to learning. Board policy clearly details the criteria and processes for evaluating the safety of campus facilities. An example of this process is the seismic evaluation of Sarafian Hall (U Building). In 2008 the college engaged in a seismic review of all structural facilities on the main PCC campus. During this review it was determined that the U building had structural deficits that in the event of a major seismic occurrence could cause the building to destabilize and collapse. After reviewing the initial report the college contracted with another consultant for a more in-depth analysis of the U building's structural integrity. The second seismic evaluation of the U Building supported the findings of the first review. As a result, PCC developed a plan to vacate the building.

The plans to vacate the U Building also illustrates the link between physical resource planning and institutional planning. With the Facilities District Master Plan and the Educational Master Plan as guides, an assessment of our existing space was performed and a multi-step process for effectively relocating program was developed and implemented. This process is explained in III.B.1.b of this document.

Hiring qualified personnel to address physical resources is another way that PCC ensures the safety of its facilities. Under clear leadership, Facilities Services employs personnel that oversee the physical resource needs of our campus. The Executive Director of Facilities works with the senior management and Board of Trustees to ensure the hiring of qualified architectural and construction firms to successfully address new capital construction and renovation projects. All projects are also monitored by the Division of State Architects.

PCC also uses updated programs to ensure that these facilities are used effectively and efficiently. The use of this space is analyzed in the program review process to ensure that physical resources are effectively supporting student learning programs.
Pasadena City College meets this standard.

Actionable Improvement Plan

None.

III.B.1.a: The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and continuing quality necessary to support its programs and services

Descriptive Summary

Ensuring that PCC's programs and services are effectively supported is the fundamental reason for the planning, building, and maintenance of all physical resources. All stakeholders participated in the drafting and development of both of the major planning documents, the Educational Master Plan (EMP) and the District Facilities Master Plan (FMP) (IIIB-16: EMP, IIIB-13: District Master Plan 2010). All stakeholders have also been given opportunities to participate in the development of the Centennial Campus Master Facilities Plan. The EMP and FMP, along with the Measure P oversight committee, guide the College's decision making and resource allocation to assure that facilities are maintained and built to support current and future programs.

The equipment and facilities needs and uses are assessed through the facilities conditions assessment and 5-year planning process submitted to the California Community Colleges Chancellor's Office (CCCCO) annually through facility utilization space inventory option net (FUSION). FUSION is designed to promote enhanced and timely communications between the Districts and the Division of College Finance & Facilities Planning, CCC Systems Office. The FUSION system by its nature automates data collection, analysis, and management in a secure, web-based environment. Data from many separate projects can be rolled up to various levels (e.g., building, campus, district, system-wide), thereby facilitating the gathering and summarizing of information for periodic state and local reporting. In order to ensure all equipment is maintained, the College uses a computerized maintenance measurement system (CMMS) to manage this process and maintains a schedule maintenance plan for facilities and equipment. (IIIB-17: Pasadena CCD-Room Usage Detail Report, IIIB-18: FUSION Report, IIIB-19: Pasadena CCD-Building Summary Report (2014-2015), IIIB-20: Future Growth Eligibility Report, IIIB-21: Pasadena CCD-Space Inventory by Room Type (2014-2015), IIIB-22: Pasadena CCD-Space Inventory by TOP Code (2014-2015), IIIB-23: Pasadena CCD-Temporary Buildings Report (2014-2015)).

Equipment needs for the College's programs are part of the Program Review Process. This allows for stakeholders to analyze equipment needs in relation to achieving targets and goals for improvement of their programs. Additionally the institution uses surveys of faculty, students, and classified staff to gauge the satisfaction and identify needs and of the campus community. Some examples of this process are the Faculty Technology Survey, Student Survey, and Technology Master Plan Survey that are referenced earlier in this standard.

Self-Evaluation

Pasadena City College plans for both the long-term and short-term facility needs. The Education and Facilities Master Plans provide a long-term perspective for capital needs. The long-term planning process is currently being reviewed as the College updates the Facilities Master Plan. The development of the Centennial Facilities Master Plan has had a broad level of participation in order to ensure that facilities and equipment are meeting the needs of programs and services.

The program review and planning processes help to monitor shorter-term needs. These frequent evaluations have led to many improvements including the need to update PCC's existing CMMS software. The college has self-identified that a more effective method could be beneficial and are currently assessing the replacement of the existing CMMS software to improve the operation and maintenance of our resources. The College Council Facilities Standing Committee, with management, faculty, staff, and student representation, advises the College Council on matters relating to facilities related projects and programs.

Pasadena City College meets this standard.

Actionable Improvement Plan

None

III.B.1.b: The institution assures that physical resources at all locations where it offers course, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

The College has physical resources that are constructed and maintained to assure access, safety, security, and a healthful environment. These levels are maintained at all district facilities

including the Child Development Center (CDC), Community Education Center (CEC), and Rosemead Center. For example, PCC police and cadets are assigned the CDC and CEC and a third-party security firm has been hired to be at the Rosemead Center during business hours. Inspections for compliance, access and safety also include these sites.

Access

To ensure that all physical resources are accessible to all individuals, PCC adheres to the guidelines outlined in the 1990 American with Disabilities Act and its amendments and revisions. In 2012, the College performed a campus-wide accessibility compliance assessment to identify any areas of noncompliance. These issues were identified and prioritized for maintenance and upgrades (IIIB-24: 2012 ADA Compliance Assessment). Additionally, the 2013-2014 Board Goals for the college identified facilities renovations, deferred maintenance, and equipment as a college-wide goal and directs the college to plan for safety improvements and ADA compliance updates (IIIB-25: 2013-2014 Board Goals).

Safety and Security

PCC effectively ensures the safety of individuals while visiting the campus and using the facilities. The College follows the laws, codes, and regulations of state, regional, and local agencies including the Division of the State Architect (DSA), the Fire Marshal, the Health Department, the Air Quality Management District, the Occupational Safety and Health Administration, Vector Control, and the Americans with Disabilities Act (ADA) in order to ensure the safety of its facilities. The Facilities Services department follows the CCCCO's recommendations for new buildings and the renovation of existing structures. DSA-approved inspectors are always on-site during the construction process to ensure building code compliance. Architects meet with appropriate managers, faculty, and staff to develop designs based on program needs within the confines of the budget. Both the Board of Trustees and the Proposition 39 mandated Citizens Oversight Committee receive regular reports regarding the construction activities (IIIB-26: Citizens Oversight Committee Website, IIIB-27: Citizens Oversight Committee Minutes 10/26/11, IIIB-28: Citizens Oversight Committee 04/25/2012, IIIB-29: Citizens Oversight Committee Minutes 04/24/2013, IIIB-30: Citizens Oversight Committee Minutes 02/26/2014).

Since the last accreditation review, the college has had the need to address a safety issue concerning one of our buildings. A seismic evaluation of all PCC buildings that were not built as part of the college's Facilities Master Plan 2000 or Facilities Master Plan 2010 revealed numerous structural deficiencies with Sarafian Hall (U Building) that posed a safety risk in the event of a major earthquake. Although the U Building met seismic codes at the time of its initial construction, seismic codes and vulnerability tests have changed dramatically. The main deficiency discovered was that the steel members within the structure of the U Building would likely flex more than what current seismic codes would deem as safe. This could place undue pressure on the connection points where beams and columns join, and possibly result in the failure of those connectors. This conclusion was supported by a "non-linear static procedure" also known as a "pushover analysis" performed by Thorton Tomasetti, an engineering design company. The findings determined that building members would experience "large permanent deformations" that are "likely to result in the interference with access and performance of stairways, elevators, corridors, and other emergency exits along with creating the potential for a partial collapse of one or more stories in a severe earthquake." The results were a major concern and further exacerbated by the U Building having four floors.

Analysis of the available space on campus determined that the college needed to take a two pronged approach to providing suitable educational facilities for students enrolled in Health Science and Natural Science courses and programs. For Natural Science courses and programs the college leased modular classrooms that were installed in a relatively unused parking lot on the main campus. Because the area was not large enough to also house Health Science courses and programs it was determined, after a space analysis, that the CEC had ample classroom space to accommodate the Health Science courses and programs. The college is currently assessing options for the existing U Building. This information and regular updates are shared with the campus community, the Board of Trustees, and the Citizens Oversight Committee (IIIB-31: Facilities U Building Presentation, IIIB-32: Board of Trustees U Building Update, IIIB-33: Citizens Oversight Committee U Building Update). This process is also documented in a Substantive Change Report submitted to ACCJC in October, 2014.

PCC also has board policies that address safety and security. Board Policy 5050 defines a Risk Management Program and District Safety Committee to ensure the safety of students, employees, and the public (IIIB-10: BP 5050: Risk Management). Board Policy 5570: Traffic and Parking establishes methods for controlling traffic and ensuring the safety of those individuals who park on district property (IIIB-34: BP 5570: Traffic and Parking).

PCC follows the Federal Emergency Management Agency's (FEMA) "Comprehensive Emergency Management Program Model" to train the campus on effective methods of responding to emergencies. Part of this model is to be preparedness and PCC has an Emergency Preparedness Plan that details the response procedures for natural and human-made emergencies that may impact the campus community. For example, a 72-hour food supply is maintained on the main campus for all employees, children and parents that attend the PCC Child Development Center. Similar provisions are kept for the larger campus and surrounding communities. An Emergency Preparedness Planning Committee meets every two years to review the plan and provide updates when needed. The Emergency Preparedness Plan is available on the PCC website and the college is currently working on an accompanying handbook. The handbook is scheduled for discussion in the participatory governance groups in Fall 2014.

The PCC website also shows the college's proactive approach to maintaining a safe environment with a list of safety related resources including rape defense training for the campus and surrounding community, general safety tips, identity theft protection, and Megan's Law information. The Annual Clery Report is also available to the public and contains information on general safety and the crime statistics for the college (IIIB-3: Clery Crime Report). The Clery Report also details the ways that the college addresses safety including the RAVE Alert System, emergency call boxes, and the 140 surveillance cameras.

PCC has also developed the Crisis Prevention and Response Team (C-PART), a coalition of multiple campus groups including Police and Safety Services, Psychological Services, Student Health Services, Student Affairs and Special Services. C-PART focuses on prevention and early intervention in situations involving students who are distressed, disruptive, or dangerous. Information on C-PART has been distributed throughout campus and is included in the Student

Handbook. Figure 4 illustrates the guide determining the level of distress and appropriate actions.

You can use the following to determine what type of action is needed for different categories of behavior.

- **Behavioral Category: Level 1 – DISTRESSED (emotional)**. Upset, distracted, noticeable anxiety, tearfulness, absences/tardies, or suggestions of self-harm.
  Action: Talk privately with student, refer to/consult with Psychological and other Student Services, and keep personal notes of situation.

- **Behavioral Category: Level 2 – DISRUPTIVE (in classroom or on campus)**. Interruptive, annoying, bothersome, insubordinate, or excessive number of questions.
  Action: Set limits, consult with Dean/Manager, consult with DSP&S (Disabled Student Programs & Services) or Psychological Services, and complete Misconduct Form (http://www.pasadena.edu/staffservices/student-misconduct.pdf)

- **Behavioral Category: Level 3 – DANGEROUS (threat to safety)**. Verbal or physical threats, altercations, or out-of-control behavior.
  Action: Immediately call 911 from campus phone (PCC Campus Police and Safety), notify dean/manager, complete Misconduct Form (http://www.pasadena.edu/staffservices/student-misconduct.pdf)

C-PART Members
- PCC Police and Safety Services – B210, (626) 585-7484
- Psychological Services – L108, (626) 585-7273
- Student Health Services – D105, (626) 585-7244
- Student Affairs Office – CC105, (626) 585-7384

Figure 4: C-PART Categories

Members of Police and Safety Services are actively involved in training, professional learning, and protecting the community through service and leadership. Police and Safety Services participate in a training program with the FBI (TARGET) and the Interim Chief of Police is the PCC representative for the Los Angeles County ALERT Program. The Interim Chief of Police also participates in the Joint Regional Intelligence Center (JRIC), a collaborative effort between federal, state, and local law enforcement agencies to address and reduce terrorism-related threats to the region.

Healthful Learning and Working Environment

The College Council Health and Safety Standing Committee advises the college on all matters relating to this standard and has taken an active role in securing a healthy environment. Since the last self-evaluation, a faculty member of the committee brought forth a proposal to amend the existing policy and administrative procedures on smoking to create a 100% smoke-free campus and implement progressive penalties for violation of the policy. The campus-wide discussion led to the Board of Trustees approving the policy revisions on August 21, 2013 ([IIIB-35: Board Policy 5575: Smoking on Campus](#)). This policy applies to all district properties.

Self-Evaluation

PCC assures that the learning environment, including all physical resources and surrounding spaces, are safe, secure, accessible, and healthful to all. Facilities are regularly evaluated to ensure access

The college is self-insured and a member of a joint powers authority (JPA) and the Statewide Association of Community Colleges (SWACC). PCC complies with the California mandates to perform inspections. While the state does not indicate how often those inspections need to be performed, PCC conducts safety inspections every two years with subsequent follow-ups. Safety inspections are also performed by a third party consulting service, Keenan and Associates, to assure an unbiased analysis. Keenan also leads campus safety training ([IIIB-36: Keenan Safety Training](#)). Resolution of serious issues is monitored by Keenan and the district. The U Building is an example of how this process works to determine safety levels.

Pasadena City College meets this standard.

Actionable Improvement Plans
None.

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

<u>Descriptive Summary</u>

The Pasadena City College District uses multiple measures to regularly assess the feasibility and effectiveness of its facilities. The college uses program and unit reviews, demographic and enrollment data, campus surveys, unit and area plans, strategic goals, and the Educational Master Plan (EMP) to address and evaluate the use of all facilities. These processes address improvement as well as on-going and deferred maintenance issues.

The college uses program and unit review to have all individual programs and units address the quality and availability of resources. Any self-identified area of improvement related to facilities in a program review is required to provide a needs analysis (IIIB-37: Program Review Required Outcomes). The program and unit reviews then help to inform the unit and area plans. Program and unit reviews, as well as unit and area plans, must clearly support the EMP. Prioritization of facilities requests happen on two main levels. First, faculty and staff may identify requests during program review. These requests are prioritized by School Deans and included in the Area plans. Second, requests in program reviews help to inform the annual broad recommendations made by the Institutional Effectiveness Committee.

Timeline for Facilities Assessment

Program Review for Academic and General Education programs	6 Years
Program Review for CTE programs	2 Years
Unit Reviews	4 Years
Unit and Area Plans	Annually
Facilities Master Plan	Every 5 years
Educational Master Plan	Every 10 years with annual updates
Strategic Goals	Annually

The EMP, which is reviewed annually by the District's Planning and Priorities Committee, guides the college and develops and updates all planning documents related to physical resources on a regular basis. For example, the college is currently updating the current Facilities Master

plan by developing the Centennial Facilities Master Plan to identify the needs for facilities and equipment and use the results of evaluation to identify planning items regarding facilities, equipment and sustainability. The college community as well as the public may respond to surveys to inform the process (IIIB-38: Centennial Facilities Master Plan Survey Website).

On February 7 and 8, 2014, the college hosted a Centennial Facilities Master Plan Visioning retreat to allow individuals to participate in the planning process for our physical resources. On Friday, February 7, over 100 participants including faculty, staff, city council members, and PCC board members attended the seven-hour meeting held on the Pasadena City College campus. On Saturday, February 8, roughly 30 participants including Board members, community members, alumni and students attended. The suggestions from this retreat directly inform the Centennial Facilities Master Plan (IIIB-39: Centennial Master Plan Visioning: College 02/2014). Feedback from this event encouraged additional visioning sessions for all of the college's instructional schools to identify specific needs (IIIB-40: Visioning Allied Health, IIIB-41: Visioning Athletics, IIIB-42: Visioning Math/Science, IIIB-43: Visioning Visual Media & Performing Arts). The feedback from these sessions allowed for short term facilities planning (IIIB-44: Summer 2014 Facilities Upgrades) and long term planning in the Centennial Facilities Master Plan.

Evaluation

PCC uses multiple measures for assessing the use of its facilities and the results of these assessments help to inform both short-term and long-term plans. For example, evaluation of current facilities and future needs are addressed in the program review process. In addition to informing the unity plans, the results from program review are also included in college-wide recommendations made by the Institutional Effectiveness Committee. The current Visioning Sessions have also played a fundamental role in the evaluation of all physical resources. As a result, the 2013-2014 Board Goals for the college included two goals specific to physical resources (IIIB-25: 2013-2014 Board Goals).

Pasadena City College meets this standard.

IIIB.2a Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

Descriptive Summary

Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment. Facilities planning documents include the lifecycle cost of purchase, operation, and maintenance over the life of the facility and equipment in its intended use ([IIIB-18: FUSION Report](#)). The district has three facilities-related funds: Capital Outlay for large projects funded by the District; Measure"P" for the voter-approved bond construction projects; and Scheduled Maintenance for regular larger-scale maintenance projects. A complete listing of the funds, their purposes, and their budgets is on-line at http://www.pasadena.edu/adminServices/fiscal/budget.cfm.

Long-range planning is also documented in the development of the major planning documents at PCC. Phase two of the Facilities Master Plan was successfully implemented and documented in the College's 2009 Institutional Self-Study ([IIIB-45: PCC 2009 Institutional Self-Study](#)) . This phase, covering the time period of 2000-2010, was funded by a $150 million bond interest (Measure P). The Measure P Oversight Committee meets quarterly to oversee all projects funded by this bond measure. All planning, cost, and implementation information is available to the public via the Measure P page on the PCC website. The Measure P Oversight Committee also informs the public and college community in newsletters. Since the last institutional self-evaluation, several projects have been completed and improvements have been made:

- The new Campus Center opened in Fall 2009 and consists of several major components:
    - A new cafeteria, student lounge, and Student Association offices
    - A new 20,000 square foot bookstore
    - A new home for Police and Safety Service
    - The two-story Industrial Technologies Building with office space and 15 new laboratories and classrooms
- The PCC Center for the Arts opened in Fall 2013. The building's dedication ceremony also served as the Pasadena governor's State of the City address. The state-of-the art Center is 87,000 square feet with 14 classrooms and 3 performance spaces including the

Westerbeck Recital Hall, the Boone Family Art Gallery, and the Center for the Arts Theatre. The art spaces include several graphic design classrooms, photography and film studios.

- Elevator upgrade for C, E, and R buildings
- Restroom upgrade for C and R buildings
- V Building upgrade and expansion of the Teaching and Learning Center. Need to check that this is part of measure P funding.

Self-Evaluation

Pasadena City College has a planning process that uses program and unit reviews to inform area and unit plans. The program reviews and planning documents clearly support the Educational Master Plan. The Educational Master Plan and Board Goals drive the Facilities Master Plan and annual project plans. Pasadena City College also uses evaluation and aggregated data sets during program review to identify facilities needs and uses this evaluation to inform the planning process. All documentation regarding capital outlay projects, Measure P, and scheduled maintenance are available to the public and college community.

Pasadena City College meets this standard.

Actionable Improvement Plans
None

III.B.2.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.

Descriptive Summary

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.

In the last six years, the college has developed a robust program review process that requires all programs, areas and units to use consistent data sets to evaluate its needs and current use of physical resources. This analysis becomes part of the program's improvement plan and then informs the area or unit plans.

All program and unit reviews are examined by the college's Institutional Effectiveness Committee (IEC). In addition to informing area and unit plans, physical resource needs identified in program and unit reviews inform the IEC's annual broad recommendations that are presented to all shared governance committees and the Board of Trustees. This helps the college identify broad needs related to physical resources. For example, IEC's 2013 Broad Recommendations identifies the need to optimize classroom usage to fit student needs and to allocate funding for the creation and maintenance of smart classrooms (IIIB-46: 2013 IEC Broad Recommendations).

The college regularly evaluates if physical resource needs in program and service areas are met effectively. The college uses a computerized maintenance measurement system (CMMS) to manage this process and maintains a scheduled maintenance plan for facilities and equipment. This is process is currently under evaluation and the college is currently assessing the replacement of the existing CMMS software to improve the operation and maintenance of our resources.

The results of program review and area plans help to inform the Facilities Tactical Action Plan. The Tactical Action Plan is an annual update to the Facilities Master Plan and allows the college to review the deferred maintenance items, the repair and replacement of resources within the past year, assess existing facility conditions and critically prioritize issues for annual budget planning consistent with the tactical action plan and Board goals.

Self-Evaluations

The college has made significant improvements to the evaluation and planning processes to help assess the use of physical resources. Prior to 2010, it was difficult for programs to evaluate resource needs and there was not a clear link between that evaluation and the allocation of resources. The development of the college's Educational Master Plan and Centennial Facilities Master Plan, program review process and the implementation of the Institutional Effectiveness

Committee has codified and clarified this process and has assisted the college in successfully identifying and prioritizing physical resource needs.

Pasadena City College meets this standard.

<u>Actionable Improvement Plans</u>

None.