



Accreditation Follow-Up Report

Submitted by:

Clovis Community College
10309 North Willow Avenue
Fresno, California 93730

Submitted to:

Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 1, 2019

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Certification

To: Accreditation Commission for Community and Junior Colleges, Western Association of Schools and Colleges

From: Dr. Lori Bennett
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This Follow-Up Report is submitted to the Accrediting Commission for Community and Junior Colleges for the purpose of determining the resolution of the recommendations identified during the March 2018 comprehensive site visit.

I certify there was effective participation by the campus community, and I believe the Follow-Up Report accurately reflects the nature and substance of this institution.

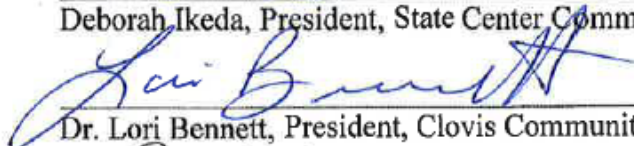
Signatures:



Dr. Paul Parnell, Chancellor, State Center Community College District



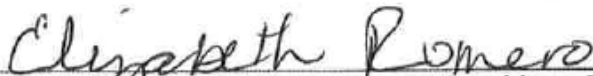
Deborah Ikeda, President, State Center Community College District – Board of Trustee



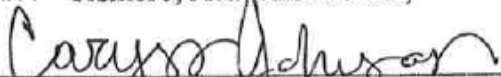
Dr. Lori Bennett, President, Clovis Community College



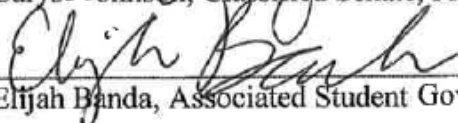
Monica Chahal, Accreditation Liaison Officer, Clovis Community College



Elizabeth Romero, Academic Senate, President, Clovis Community College



Caryss Johnson, Classified Senate, President, Clovis Community College



Elijah Banda, Associated Student Government, President, Clovis Community College

Table of Contents

Cover Sheet	1
Certification of the Follow-Up Report	3
Report Preparation	5
Response to the Commission Action Letter	7
A. District Recommendation 2.....	7
B. District Recommendation 3.....	9
C. Evidence.....	15

Report Preparation

Clovis Community College submitted an Institutional Self Evaluation Report to the Accrediting Commission for Community and Junior Colleges in advance of its site visit and comprehensive evaluation in March 2018. In June 2018, the ACCJC acted to reaffirm the College's accreditation and to require a Follow-Up Report addressing two District recommendations by October 2019.

In the State Center Community College District, the District/College Functional Map identifies personnel evaluations and technology planning as the shared responsibilities of both the College and the District. Therefore, representatives from the District and each college in the District met to address these deficiencies [Evidence: [1](#), [2](#), [3](#)].

A District-wide Accreditation Liaison Officers group, which includes the ALOs and faculty accreditation coordinators of all three colleges, met to discuss the compilation of the Follow-Up Report and determine the timeline and process for completion [Evidence: [4](#), [5](#)]. The District ALO Group submitted a draft of the process and timeline to Chancellor's Cabinet for review and approval on October 15, 2018 [Evidence: [6](#)]. Following that approval, a writing team, which includes representatives from all three colleges in the District, gathered information and evidence from the appropriate District Vice Chancellors and College administrators, faculty, and staff [Evidence: [4](#), [7](#), [8](#)]. The writing team drafted the Follow-Up Report and made updates to the Report as relevant projects developed based on input from the College President, the Director of Technology, deans, instructional faculty, student services, and classified staff.

Throughout the process, the Accreditation Coordinator and Accreditation Liaison Officer met regularly with the College President to share progress for and receive input on the timeline, process, and draft of the Follow-Up Report [Evidence: [9](#)]. In addition, the College's Accreditation Steering Committee provided input on the timeline and process to the committee's co-chairs, the Accreditation Coordinator and Accreditation Liaison Officer who serve as the College's representatives to the District ALO Group. The Accreditation Steering Committee Co-Chair presented regular progress updates of the draft back to the Steering Committee. The Accreditation Steering Committee also read and submitted feedback on a draft of the Follow-Up Report and recommended it to College Council for constituency review [Evidence: [10](#)].

In February 2019, the College President submitted a draft of the Follow-Up Report to Chancellor's Cabinet for review and feedback. In March 2019, the report went to College constituent groups for review and approval [Evidence: [11](#)]. College Council conducted a first read of the Follow-Up Report on March 22, 2019 and distributed it for constituency review. Each constituency group reviewed and approved the Follow-Up Report: Classified Senate approved it on March 28, 2019, Academic Senate approved it on April 9, 2019, Associated Student Government approved it on April 10, 2019, and College Council approved it on May 10, 2019 [Evidence: [12](#), [13](#), [14](#), [15](#)].

The ALO Group submitted the final, approved Follow-Up Reports to the college presidents, who in turn reviewed, approved, and submitted them to Chancellor's Cabinet. Chancellor's Cabinet reviewed and approved them on June 3, 2019. The Board of Trustees conducted a first read of the Follow-Up Report at its July meeting, and then the Board formally approved the Follow-Up Report at its August meeting on August 6, 2019 [Evidence: [16](#), [17](#)].

Response to District Recommendation 2

Standard III.A.5 (District Recommendation 2): In order to meet the standard, the team recommends that the District ensure all personnel are systematically evaluated at stated intervals in accordance with the bargaining agreements and Board Policies.

The College's External Evaluation Report notes that while the District has policies and procedures for regular evaluation of faculty, classified staff, and administrators, the Report states that those evaluations are not consistently taking place in accordance with the respective bargaining agreements and Board Policies.

In order to more effectively track employee evaluations, the District Office of Human Resources updated the procedure for tracking evaluations through the Colleague program (for faculty and academic administrators) and the NeoGov program (for classified staff and administrators). The implementation of this tracking procedure and regular communication with the College was under development at the time of the team visit in Spring 2018 [Evidence: [18](#), [19](#), [20](#), [21](#), [22](#), [23](#), [24](#), [25](#), [26](#)]. However, since the visit, the Vice Chancellor of Human Resources has conducted additional trainings for managers to effectively use the programs to track evaluations and follow the evaluation requirements in the newly approved bargaining agreements [Evidence: [27](#), [28](#), [29](#), [30](#), [31](#), [32](#), [33](#), [34](#)].

To ensure that implementation of the established policies and procedures is ongoing, and that tracking of employee evaluations is reviewed in a timely manner, Human Resources is providing managers with regular reports of scheduled and completed evaluations [Evidence: [35](#)]. The Vice Chancellor of Human Resources presents a quarterly report of classified staff, classified management, and confidential employee evaluations to Chancellor's Cabinet and distributes that report to managers [Evidence: [36](#), [37](#), [38](#), [39](#), [40](#), [41](#), [42](#), [43](#), [44](#), [45](#), [46](#), [47](#), [48](#), [49](#)]. In addition, an evaluation report for academic employees is automatically emailed to managers on the first of each month [Evidence: [50](#)].

The District has provided leadership and training for the timely completion of evaluations. In November 2018, the Vice Chancellor of Human Resources presented at a District-wide management meeting and led a discussion and review with managers on the need to complete evaluations in a timely manner. In the meeting, managers worked with their respective vice chancellor or vice president to develop action plans for systematically completing evaluations [Evidence: [51](#), [52](#)].

In January 2019, one topic of the Management Development Academy was Performance Management and included table exercises on writing classified and faculty evaluations. In addition, the Vice Chancellor of Human resources and the District Director of Human Resources solicited and answered attendees' questions about evaluations and performance management with the goal of providing managers tools to complete their evaluations [Evidence: [54](#)].

The frequent review of completed evaluations has also generated discussions about improvements to evaluation processes. At the February 11, 2019 Chancellor’s Cabinet meeting, there was a discussion of suggested changes to the classified, confidential, and classified management evaluation forms and processes to improve the effectiveness and efficiency of the evaluation process. The discussion also included a recommendation to move academic management and Cabinet-level evaluations to an electronic format in the NeoGov system [Evidence: [55](#)].

At the College, the Vice Presidents use the Human Resources online tracking system and regular reports of classified and academic employee evaluations to track the completion of those evaluations. Furthermore, the topic of evaluations is a regular agenda item for President’s Council, which includes vice presidents, deans, and managers [Evidence: [53](#)]. As of May 2019, the College has completed all evaluations for employees who were on schedule for evaluations, with the exception of five part-time faculty evaluations. These will be completed at the next appropriate opportunity. See the chart of completed evaluations below:

Employee	Number of Employees as of May 2019	Percentage of Employees Who Were on Schedule for Evaluations as of May 2019
Classified and Confidential Staff	65	100%
Classified Management	7	100%
Part-Time Faculty	204	98%
Full-Time Faculty	88	100%
Academic Administrators	9	100%

This excludes employees on personal or medical leave, academic employees on sabbaticals, and part-time academic employees without assignments. Per College processes, those employees will be evaluated according to their respective bargaining agreements when they return.

Therefore, the College has completed outstanding evaluations and continues to remain current in completing evaluations in a timely manner, while the District continues to provide the necessary training and to implement established processes for tracking and reporting the status of District-wide evaluations.

Response to District Recommendation 3

Standard III.C.2 (District Recommendation 3): In order to meet the standard, the team recommends that the District implement an administrative program review process to inform District planning efforts for technology.

The College's External Evaluation Report describes effective technology planning at the College, but identifies gaps in the District's technology planning processes. Specifically, the District lacked an administrative program review process to inform technology planning. In summer 2018, the District's Vice Chancellor of Operations and Information Technology conferred with technology staff and information technology personnel from each college to discuss the District's technology planning needs [evidence: [1](#)]. Those discussions led Chancellor's Cabinet to recommend engaging a third-party consultant to assist with the creation of an administrative program review process, a District Technology Plan, and updates to the District's technology planning processes [Evidence: [56](#)].

Accordingly, at its August 7, 2018 meeting, the Board of Trustees discussed and approved a District contract with the consulting firm Cambridge West Partnership, LLC (CWP). The contract deliverables include development of an administrative review process, a District Technology Plan, a policy and procedure review, an information security review, and the creation of ongoing planning processes for technology [Evidence: [57](#), [58](#)].

CWP has worked with District and College personnel to address the District's technology planning gaps. Input from each college informed the development of a District Services Administrative Unit Review Process (DSAUR), a District Technology Plan, and a Technology Acquisition Process. Implementation of the plan and processes provides specific avenues for future technology planning, prioritization of requests from the colleges, and continuous improvement of District technology services.

District Services Administrative Program Review

In order to implement an improved cycle of evaluation and planning, the District developed an administrative program review process for all District service units. CWP worked with District personnel to develop a draft of the process and an accompanying template in December 2018. Updates to the process and template have continued through the beginning of the year [Evidence: [59](#)].

In December 2018, CWP presented a draft of the administrative program review process to the Vice Chancellor of Operations and Information Services, and the Vice Chancellor circulated the draft to all of the Vice Chancellors for review and feedback. In February 2019, the Vice Chancellors and Chancellors Cabinet, which includes the College Presidents, reviewed and

updated the form and process [Evidence: [11](#), [60](#)]. The review process calls for an annual review of individual District service areas to include the following elements:

- services provided,
- analysis of relevant data to ensure alignment to mission, vision, values, goals, and district-wide planning efforts,
- strategies for improvement,
- and assessment of implemented strategies.

Also, each service area completing an annual DSAUR will assess its technology needs and may request additional technology, including an annual total cost of ownership analysis. Annually, each District services administrative unit, including Information Systems, will complete the DSAUR and present it to the respective Vice Chancellor for review, discussion, and prioritization. The Vice Chancellor will prioritize requests arising from the DSAUR and forward them to Chancellor’s Cabinet for discussion and approval. Approved budget items or projects are funded and implemented in accordance with unit review recommendations. Each year thereafter, the DSAUR includes documentation and evaluation of the status of the previous year’s strategies for improvement and provides new strategies as appropriate for the next year. Expenditures on items or projects thought to be significant enough to require District-wide approval are also reviewed and discussed at the Districtwide Resource Budget Allocation Advisory Committee [Evidence: [60](#)].

Specifically, as part of the DSAUR process, service areas assess adequacy of resources and based on the analysis make requests for additional staff, one-time equipment needs, additional facility/space needs, professional/organizational development needs and training, and other funding needs. With the exception of staffing requests, all requests brought forward through this process require a “total cost of ownership” (TCO) analysis [Evidence: [60](#)].

In spring 2019, the District Information Systems Department piloted the DSAUR process to inform budget planning for the 2019-2020 academic year [Evidence: [61](#)]. The IS unit began their review in January, it was formalized by Chancellor’s Cabinet in February, and the completed review was presented to Chancellor’s Cabinet in March [Evidence: [61](#), [62](#)]. In its assessment the IS department identified the following “strategies for improvement”:

- Adequate staffing and resources; including Data Base Analysts, a Chief Technology Officer and an IT Security Officer
- Cloud adoption
- Accessibility; standards on web pages, forms and training
- Microsoft Infrastructure Upgrade Project
- Portal development
- Ellucian self-service development

The DSAUR also identified the resources and timeline for implementation of these strategies [Evidence: [61](#)]. Other examples of identified needs include:

- AV upgrades and replacement
- Class and room utilization (software) solution
- Business Continuity/Disaster Recovery Plan
- Annual increases to existing district wide software maintenance
- Professional Development
- Leadership training

Completion of the pilot IS DSAUR has enabled the IS Department and District leadership to more formally prioritize requests and to evaluate the effectiveness of the proposed administrative unit review process.

Chancellor’s Cabinet reviewed the IS DSAUR pilot, provided feedback on the process, and made no changes to the DSAUR template. Therefore, beginning in summer 2019, the all District service areas, including IS, will conduct a full, year-long cycle of unit review. Specifically, each unit will complete the DSAUR during the summer, vice chancellors will assess each review and prioritize requests in October, and Chancellor’s Cabinet will review and approve the requests in December [Evidence: [60](#), pp. 2-4]. Approved requests and prioritized needs can then be incorporated into the budget process during spring 2020 as input for the following fiscal year.

District Technology Plan

In addition to developing the administrative services program review process, CWP and the District initiated work on the District Technology Plan by first collecting input from both District and College personnel. CWP and the District administered a survey and conducted interviews of administrators, faculty, and staff at the District Office and the colleges. CWP also conducted a survey and interviews with the District Technology Advisory Committee (DTAC) [Evidence: [63](#), [64](#)]. Survey and interview questions addressed topics such as how the District makes technology decisions, the security of SCCC’s systems, the separation of responsibilities between District and college personnel, the desired elements of a technology plan for the District, and the performance of the District’s IT systems from the student and staff standpoints [Evidence: [65](#)].

An analysis of the interview and survey results indicated 31 technology-related “key items” to be addressed moving forward [Evidence: [63](#)]. The six issues most frequently mentioned by respondents were:

- Review, clarify, document and enhance the technology decision-making process;
- Review, strengthen, clarify and document IT process by which IT needs are compiled, assessed and prioritized; this should include a communication piece to inform constituents about issues and decisions and should clarify the role of DTAC

- Assess, prioritize, manage, document and communicate the IT project list, including the evaluation process for proposed software acquisitions;
- Review the organizational IT staffing process; analyze existing and future staffing needs; clarify and define the roles and responsibilities between campus and district IT personnel; review IT position job descriptions and required skills;
- Review, document, standardize and communicate policies, procedures, and guidelines pertaining to IT across the District;
- Review and assess data security planning, standards and proper staffing; review and assess risk mitigation measures

Further, in early November 2018 the District held a two-day Technology Planning Summit to review the interview and survey results, identify strategic themes, and develop goals and initiatives. Participants in the November 2018 meeting included members of DTAC as well as members of technology committees and technology users from the colleges. Creation of an effective planning process to assess, prioritize, manage, and communicate technology needs was one of the nine central strategic themes developed at the summit [Evidence: [66](#)].

The Technology Planning Summit resulted in ten themes with associated goals and initiatives. The ten themes are as follows:

1. Support Instruction
2. Effective Planning
3. Adequate Staff and Resources
4. Effective Policies / Procedures / Standards / Guidelines
5. Secure Data and Systems
6. Effective Governance and Decision-making
7. Effective Communications and Training
8. Optimization of Technology
9. Process Improvement
10. Emergency Preparedness

Members of DTAC reviewed a draft of the District Technology Plan and recommended it for constituency review. In January 2019, the District Technology Plan began constituency review at the College. College Council reviewed the District Technology Plan as an information item on January 25, 2019 and distributed it to Academic Senate, Classified Senate, and Associated Student Government for review and feedback [Evidence: [67](#), [68](#), [69](#), [70](#)]. Chancellor's Cabinet reviewed and discussed all feedback at their meeting on March 18, 2019. The final draft of the plan was presented to Communication Council at their meeting on March 26, 2019, and the Board of Trustees reviewed the plan at their meeting on May 7, 2019 [Evidence: [71](#), [72](#), [73](#), [74](#), [75](#), [76](#)].

Technology Acquisition Process

During the discussions and input that led to the draft of the District Technology Plan, participants identified the need for written documentation of the District’s technology acquisition process as one of the most important continued improvements to District-level technology planning [Evidence: [63](#), [66](#)]. The District Technology Plan includes the development of the technology acquisition process as one of its goals:

9.a.2 Review, optimize, document and widely distribute the process for technology (hardware and software) acquisition including involvement of appropriate IT and purchasing department resources (Accreditation Standard III.C.2)

As a result, CWP used the input collected during the creation of the District Technology Plan to create a draft of a District Technology Acquisition Process for District review and approval. The Technology Acquisition Process provides a written description of the District’s “process for technology acquisition, approval, prioritization and implementation” [Evidence: [77](#)].

Included in the Technology Acquisition Process draft is a review of the existing IT decision-making structure, the outcomes of the fall 2018 surveys and interviews, and proposed improvements to the technology acquisition approval process [Evidence: [77](#)]. The proposed changes will provide for separation of operational decisions and policy/planning decisions. DTAC currently sets technology policy and planning priorities and approves acquisitions, projects, and other operational IS activities [Evidence: [77](#)].

A significant recommendation in the Technology Acquisition Process is the formation of an **operational** decision-making committee (the “IS Steering Committee”). The proposed IS Steering Committee will be composed of practitioners and first-level managers from all aspects of the District, including Student Services, Instruction, IS (campus and District), Finance, Facilities, Human Resources, Research and Educational Services. The IS Steering Committee will review all acquisition requests for District-wide projects or projects referred to them by Chancellor’s Cabinet and will recommend to DTAC the prioritization of these projects. DTAC will make use of a rubric, documented in the Technology Acquisition Process, to review and approve the priorities and move the results forward to Chancellor’s Cabinet and the Chancellor for approval. The change is intended to clarify the role of DTAC and other individuals and committees in the acquisition process and also make the workload more manageable for all committees and staff involved in the process [Evidence: [77](#)].

The Technology Acquisition Process provides for autonomy for college-level decisions for acquisitions under a certain dollar amount and allows flexibility for the Chief Technology Officer or Chancellor’s Cabinet to make acquisition decisions or refer requests to the IT Steering Committee for prioritization prior to approval. Acquisitions which meet specific criteria based on District guidelines are presented for Board of Trustees approval. Any proposed IT acquisition

must include a total cost of ownership analysis. Discussions of the proposed Technology Acquisition Process are currently on going in the IT Directors' Group and in DTAC. As these discussions move forward, there will be updates to the process to ensure it is responsive to the College's and District's planning and prioritization needs [Evidence: [77](#), [78](#), [79](#)].

The District Services Administrative Program Review Process, District Technology Plan, and Technology Acquisition Process include mechanisms for annual evaluation and updates. In particular, the results of the IS Department's Administrative Program Review and the Technology Acquisition Process will inform annual updates to the District Technology Plan to ensure continuous planning and improvement. The cycles of planning and evaluation in these processes and in the District Technology Plan formalize the District's ongoing technology planning and address previous gaps.

Follow-Up Report Evidence

Evidence #	Document Title
1	IT Directors Meeting Notes 8-24-18
2	Chancellor's Cabinet Minutes 7-2-18
3	Communications Council Minutes 8-28-18
4	Follow-Up Report Timeline and Tracking rv 3-18-19
5	ALO Minutes 9-11-18 & 10-9-19
6	Chancellors Cabinet minutes 10-15-18
7	ALO minutes October 2018-March 2019
8	Email for Share Drive 10-10-18
9	Email Correspondence
10	Accreditation Steering Committee Minutes September 2018-April 2019
11	Chancellor's Cabinet Minutes 2-25-19
12	College Council Minutes 5-10-19
13	Academic Senate Minutes 4-9-19
14	Classified Senate Minutes 3-28-19
15	Associated Student Government Minutes 4-10-19
16	Chancellors Cabinet Minutes 6-3-19
17	Board of Trustees Minutes 7-2-19 & 8-6-19
18	Chancellor's Cabinet Notes 6-26-17
19	Academic Evaluation Report (Full-Time)
20	Academic Evaluation Report (Part-Time)
21	Emails to College Presidents
22	Academic Evaluations Email to Managers 12-12-17
23	Academic Evaluations Maintenance Email 12-14-17
24	District-Wide Managers' Meeting Agenda and Presentation 10-16-17
25	NeoGov Perform – Employee Training Guide
26	NeoGov perform – Manager Training Guide
27	Reminder – NeoGov Trainings Available Email 4-16-18
28	NeoGov Perform Training Sign-In Sheets
29	Emails from Jame Yang & Sandi Edwards with Training Dates
30	CSEA-POA Presentation
31	Summary of CSEA Contract Changes
32	Summary of POA Contract Changes
33	SCFT Presentation
34	Summary of SCFT Contract Changes
35	Sample Notifications of Monthly Academic Evaluation Report
36	Chancellor's Cabinet 2-12-18 Item 1.03 Quarterly Evaluation Report
37	Quarterly Evaluation Report 2-12-18
38	Chancellor's Cabinet 4-23-18 Item 1.04 Past Due Classified Evaluations Update
39	Quarterly Evaluation Report 4-13-18
40	Classified Evaluations Quarterly Report 4-13-18 Email to Managers
41	Chancellor's Cabinet 7.16.18 Item 1.06 Classified Evaluation Quarterly Report
42	Quarterly Evaluation Report 7-13-18

Evidence #	Document Title
43	Classified Evaluations Quarterly Report July 2018 Email to Managers
44	Chancellor's Cabinet 10-15-18 Item 1.06 Quarterly Classified Evaluation Report
45	Quarterly Evaluation Report 10-4-18
46	Classified Evaluations Quarterly Report October 2018 Email to Managers
47	Chancellor's Cabinet 1-7-19 Item 6.04 Quarterly Evaluation Reports
48	Quarterly Evaluation Report 1-3-19
49	Classified Evaluations Quarterly Report January 2019 Email to Managers
50	Monthly Academic Evaluation Report Emails
51	Performance Evaluations Workshop 11-2-18 Final Presentation
52	Performance Evaluations Workshop Sign-In Sheets
53	Agendas Discussing Evaluations
54	MDA Performance Management Presentation Final
55	Chancellor's Cabinet Minutes 2-11-19
56	Chancellor's Cabinet Minutes 7-2-18
57	BOT Agenda Item 10.06 8-7-18
58	BOT Meeting Minutes 8-7-18
59	DSAUR Drafts 12-4-18
60	DSAUR Draft 2-21-19
61	IS DSAUR Draft 3-15-19
62	Chancellor's Cabinet Minutes 3-18-19
63	DTAC Technology Survey Results September 2018
64	DTAC Minutes 10-5-18
65	DTAC Presentation 10-5-18
66	Technology Summit Presentations November 2018
67	College Council Minutes 1-25-19
68	Academic Senate Minutes 2-12-19
69	Classified Senate Email- Review District Technology Plan 1-29-19
70	College Council Minutes 1-25-19
71	Technology Plan Final Version
72	DTAC Minutes 12-7-18
73	Chancellor's Cabinet minutes 3-18-19
74	Communication Council Minutes 3-26-19
75	DTAC Minutes 4-5-19
76	BOT Minutes 5-7-19
77	SCCCD Technology Acquisition Process 1-3-19
78	IT Directors Notes 3-1-19
79	DTAC Minutes 3-1-19