Fresno City College

FOLLOW-UP REPORT TO ACCREDITATION RECOMMENDATIONS

Submitted by:

Fresno City College
1101 E. University Avenue
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To:
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 15, 2012

Certification of the Follow-Up Report

Date: October 15, 2012

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

From: Tony Cantú
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This Follow-Up Report is submitted to the ACCJC for the purpose of assisting in the determination of the institution's accreditation status.

We certify that there was broad participation by the campus community and believe that this report accurately reflects that nature and substance of this institution.

Signed

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Report Preparation

In August 2011, the Fresno City College Self Study Report was completed and submitted to the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (ACCJC). The ACCJC Self Study Evaluation Team subsequently visited Fresno City College in October 2011.

In a letter from the ACCJC dated February 1, 2012, Fresno City College was issued the sanction of Warning. The commission report included a district recommendation that cited eight areas of concern for the State Center Community College District in which improvement was required. Fresno City College also received a college recommendation along with a concern regarding one of the eligibility requirements.

This Follow-Up Report is prepared by the Accreditation Liaison Officer for Fresno City College in collaboration with members of the Accreditation Response Team. The process of preparation of this report included working with the District's appointed Accreditation Liaison Officer, Dr. Shelly Conner. Dr. Conner convened a districtwide Accreditation Response Team (Appendix I) to assist each campus with the evidence collection and narrative to address the eight concerns delineated in the district recommendation. The districtwide Accreditation Response Team met in April, May, and August of 2012 to collect evidence and write the narrative addressing the concerns of the district recommendation.

The college's Accreditation Response Team finalized the college's follow up report in September 2012 utilizing evidence collected for the college's and district's recommendations. Input and feedback was received as the college's follow up report circulated throughout the constituent groups on campus that included the Academic Senate, Associated Student Government, and the Classified Senate. The follow up report had final approval from the Strategic Planning Council in September 2012 before final Board approval on October 4, 2012.

Anthony Cantú

President, Fresno City College

Response to the Commission Action Letter

The Commission's action letter dated February 1, 2012 and received by Fresno City College contained two recommendations and one eligibility concern. One recommendation was addressed to the District and one recommendation and an eligibility concern was directed to the College. The recommendations, eligibility concern, and the College response are described in the following report.

DISTRICT RECOMMENDATION #1

In order for the colleges and district to fully meet the intent of the previous recommendation, the State Center Community College District (SCCCD) must engage in continuous, timely, and deliberative dialogue with all district stakeholders to coordinate long-term planning and examine the impact of the planned increase in the number of colleges and the future roles of the centers on the existing institutions. This includes creating, developing and aligning district and college plans and planning processes in the following areas:

- district strategic plan
- facilities
- technology
- organizational reporting relationship of centers
- location of signature programs
- funding allocation
- human resources
- research capacity

(Standards I.B.2, I.B.3, I.B.4, II.A, II.B, III.A, III.A.6, III.B.2b, III.C, III.C.2, III.D, III.D.1.a, III.D.1.c, III.D.D.3, IV.B, IV.B.2, IV.B.3, IV.B.3.f)

Response to District Recommendation #1

<u>Introduction</u>

Districtwide coordination is at the forefront of SCCCD strategic planning efforts. Current planning strategies focus on aligning campus and district plans in each area of emphasis and establishing detailed processes and timelines to facilitate this shift (501).

Beginning in fall 2010 districtwide stakeholders recognized the need to increase participation and create transparency in planning and decision-making processes. This movement toward coordinated planning has been critical as the district increases the number of colleges and centers. Particular focus must be paid to location of programs and services throughout the district. Inclusive dialogue has been instrumental in developing structures and systems to effectively support such planned growth. The dialogue among constituent groups has included the academic and classified senates, American Federation of Teachers (AFT), Classified School

Employees Association (CSEA) administrators, the Board of Trustees, students and community representatives.

Dialogue has been formalized through the development and expansion of several committees charged with specific roles and responsibilities related to strategic planning. These bodies include: the District Strategic Planning Work Group (502) which later became the District Strategic Planning Committee (503, 504, 518, 545); the District Budget and Resource Allocation Model Task Force (505), which is being vetted through constituency groups to become a standing District Budget and Resource Allocation Advisory Committee (506); the Strategic Planning for Districtwide Facilities Committee, an existing standing committee (507, 508) and the District Decision Making Taskforce (DDMT) (538, 573, 600, 604, 609). The DDMT operating agreement explains the committee's charge to ensure that meaningful collaboration exists and the voices of governance constituent groups are heard in the decision making process (611). In addition, plans are in place to establish districtwide working groups/taskforces in the areas of enrollment management, identification and support of signature programs (586), human resources planning (601) and technology planning (571, 575-577). The broad representation on these bodies facilitates communication with campus constituencies providing for feedback loops and continuous dialogue.

SCCCD's districtwide governance process provides the framework for the ongoing planning that has occurred and continues to address each of the areas listed in the Commission's recommendation. Ultimately, this will support the alignment of districtwide planning efforts.

District Strategic Plan

In fall 2010, SCCCD began the development of a comprehensive, integrated strategic planning process that includes districtwide coordinated planning and alignment of colleges, centers, and district office/districtwide plans for facilities, technology, organizational reporting, signature programs, funding allocations, human resources and research capacity. The stages of this process are detailed below.

The planning process began with the formation of the District Strategic Planning Workgroup (DSPW). The DSPW was operational spring 2011 through spring 2012 and included faculty, staff and students from all colleges, centers and the district office (502). With support from the College Brain Trust (511), the DSPW assessed and presented the accomplishments resulting from the 2008-2012 Strategic Plan (512), created a timeline for developing the 2012-2016 SCCCD Strategic Plan (501), obtained approval in spring 2012 of the operating agreement that established the Districtwide Strategic Planning Committee (DSPC) (503), and aligned the colleges and centers strategic planning timelines to facilitate districtwide coordination and integration. As the colleges begin to update their strategic plans the goals and objectives will align with the 2012-2016 State Center Community College District Strategic Plan (543). The chair of the DSPW presented the integrated planning timeline and processes to the Board of Trustees in June 2011 (574) and July 2011 (513, pgs. 10-11), and provided an update at a special BOT meeting in December 2011 (514).

To expand districtwide planning the DSPW transitioned into the District Strategic Planning Committee (DSPC) in January 2012. The DSPC draft operating agreement was discussed in Communications Council in April 2011, presented to Chancellors Cabinet in May 2011, and finally presented to Communications Council in October and November 2011for final review by constituency groups (515-517, 548). After vetting the draft through constituency groups, Communications Council approved the operating agreement in January 2012 (518) and Chancellor's Cabinet approved it in February 2012 (545). Membership on the DSPC includes faculty, classified staff, administrators and students from all colleges, centers and the district office (503). The major tasks of the DSPC include recommending goals and objectives that align with the district's strategic plan, recommending guidelines and measurements by which to monitor progress towards the completion of these goals and objectives, coordinating planning among the district offices and colleges and centers, and ensuring that the college and center strategic plans align with the district strategic plan (504). In spring 2012, the DSPC began to draft the 2012-2016 SCCCD Strategic Plan (519, 605).

Dialogue framed the development of the 2012-2016 SCCCD Strategic Plan including the Board of Trustees' Visioning Session (520, pgs. 2-4), the district's first Strategic Conversation (521, pgs. 6-7, 613-615), and a communitywide Charrette (510, 616). In January 2012, the Board of Trustees conducted a Visioning Session that allowed the Board to review data and identify the future direction for the district (520, pgs. 2-4). The themes identified at the Visioning Session provided the structure for the February, 2012 Strategic Conversation which facilitated discussion among the Board of Trustees and internal constituents (523, pgs. 6, 17-35). More than 160 individuals participated including trustees, faculty, classified staff, administrators and students from all campuses and centers and the district office (524). An evaluation of the Strategic Conversation indicated that it was an effective means of gathering input for planning purposes (525). The recommendations that emerged from the discussions were reviewed by DSPC and the College Brain Trust and helped to inform the development of the goals and objectives in the 2012-2016 SCCCD Strategic Plan (522, 543).

In March, 2012 more than 100 community members and internal constituents gathered at the Charrette to provide input (510). The Charrette expanded upon the findings from the Strategic Conversation and the data gathered were reviewed by DSPC and the College Brain Trust and helped to inform the development of the goals and objectives in the 2012-2016 SCCCD Strategic Plan. The discussion focused on the following goals: 1) Access and Awareness; 2) Excellence in Teaching and Learning; 3) Workforce Readiness and Communication; 4) System Effectiveness; 5) Planning and Assessment; and 6) Resource Development (526). The recommendations that emerged were reviewed by the DSPC and incorporated into the 2012-2016 SCCCD Strategic Plan as appropriate (543).

In March 2012, (529) the DSPC analyzed the qualitative data discussed above, and quantitative data gathered by the College Brain Trust (530) to begin drafting the 2012-2016 SCCCD Strategic Plan. In April 2012, the College Brain Trust conducted a districtwide integrated planning workshop attended by 56 representatives from constituent groups throughout the district (531, 532, 533, 604).

In April 2012, the DSPC appointed an Ad Hoc Workgroup on Integrated Planning (534) to work with the College Brain Trust to create the SCCCD 2012-2013 Integrated Planning Model and finalize the SCCCD 2012-2013 Integrated Planning Manual. In July 2012, drafts of the SCCCD 2012-2013 Integrated Planning Model and the SCCCD 2012-2013 Integrated Planning Manual were circulated to the constituent groups for feedback (535, 536, 537, 538, 606). The integrated planning manual is currently being vetted by constituency groups and is scheduled for Board of Trustees approval in November 2012. Once approved the SCCCD 2012-2013 Integrated Planning Manual will guide districtwide integrated planning, allocation of resources for planning initiatives, and evaluation of planning processes. The manual will be reviewed annually by the DSPC and updated every four years in coordination with the district strategic planning cycle.

District office assessment has been implemented through the District Administrative Services Unit Review (ASUR) (598), an annual program review process for centralized services. The purpose of the ASUR process is to analyze and track District Office unit services to continually improve quality. The ASUR review of all District Office units is taking place between fall 2011, and fall 2014. The review includes analysis of strengths and weaknesses relative to meeting established standards, advancing the SCCCD mission, and supporting district goals and objectives. In addition, the ASUR reports on the previous year's progress and develops a plan for the coming year to sustain or improve the services provided and contribute to the achievement of the district strategic plan (597).

In May 2012, a draft of the Mission, Vision and Values was presented to the Board of Trustees (539, pgs.6-7, 540). The Mission, Vision, and Values were approved by the Board in June 2012 (541, pg.13) and the 2012-2016 SCCCD Strategic Plan was adopted by the Board of Trustees in July 2012 (542, pg.12, 543, 596). In accordance with the SCCCD Strategic Plan Timeline (501) the colleges and centers will update their plans for a 2013-2017 cycle.

The implementation of the 2012-2016 SCCCD Strategic Plan is outlined in the 2012-2016 Strategic Plan Responsibility Matrix (544) developed by the DSPC, members of Chancellor's Cabinet and reviewed and revised by the district institutional research coordinator and the colleges' institutional research offices (606). Institutional research personnel collaborated to create baseline data to develop measurements of objectives in the matrix (546). To ensure accountability, the matrix identifies action steps, baseline measures, success measures, timelines for implementation, and responsible parties for each strategic goal and objective.

A 2012-2013 Decision Package provides funding for the Society for College and University Planning (SCUP) to train and certify districtwide leaders in integrated planning (554). The first SCUP institute will be held in spring 2013.

To communicate the above districtwide activities SCCCD has published a monthly accreditation and integrated planning newsletter, The Linkage Report (547). The report illustrates progress toward districtwide integrated planning. The Linkage Report also connects readers electronically to documents referenced in the report. The report also provides links to information in Chancellor's Cabinet, Communications Council, the Board of Trustees meetings and the district web site (www.scccd.edu).

Facilities

Established in 2005, the Strategic Planning for Districtwide Facilities Committee (507) has served as SCCCD's districtwide forum for facilities planning and prioritization of facilities projects and needs. The committee meets quarterly and reports back to the constituent groups. The committee has been instrumental in reviewing and providing input on each phase of developing the District Facilities Master Plan (549).

The Board of Trustees approved the Educational Master Plans for the colleges and centers in March 2010 (550, pg. 11, 551). Without input from the appropriate constituents, Mass and Associates summarized the college reports to develop a Districtwide Educational Master Plan which included recommendations for facilities planning. As a result of the lack of input, the Districtwide Educational Master Plan report was submitted to constituent groups for feedback and revision and became a resource document for planning: The 2009-2010 Districtwide Summary of Priorities & Recommendations based on the College Educational Master Plans (552, 608-610). The document which provides guidance regarding growth in the colleges and centers and the location of signature programs was discussed at the February 2012 Strategic Conversation (522).

In 2009-2010 SCCCD initiated a request for proposals to develop Facilities Master Plans for the colleges, centers and district (607). In June 2011, the Board of Trustees approved a contract with Darden Architects (553, pgs. 19-20), and the facilities master planning process began with site assessments and review of the Educational Master Plans.

Districtwide dialogue regarding facilities needs has occurred between the Board of Trustees, the community, the Districtwide Facilities Committee (507) and the campuses. Development of the District Facilities Master Plan included project initiation, site assessments, demographic analysis, educational program needs and alternative analysis, prioritization and funding analysis, staff and community dialogue and Board of Trustees input and review. At the December 2011 Board of Trustees meeting, an update of the Districtwide Facilities Master Plan was presented (567, pgs. 4-6). The report included the facilities master planning organizational structure, planned activities, progress to date, and a timeline for completion (555). The facilities master planning process was reviewed by Chancellor's Cabinet to ensure integration of District, college and center planning processes (538, 559, 560, 610, 614). Additional updates were presented to the Board of Trustees in March 2012 (527, pgs. 6-7, 556) and at the Board of Trustees annual retreat in April, 2012 (557, 558).

Town Hall meetings were held at Fresno City College, Reedley College, and the North Centers to discuss facility needs and inform community members and internal constituents about the Facilities Master Plan. More than 70 individuals attended Fresno City College's Town Hall on May 2, 2012 (561); 58 attended Reedley College's on May 4, 2012 (562); and 20 attended the North Centers on May 8, 2012 (563).

The Facilities Master Plan includes proposed modifications to each campus, including site improvements, modernization projects and potential new buildings. Campus needs and projects were prioritized by importance as related to student success. In July 2012 Darden Associates

presented the Facilities Master Plan to the Board of Trustees (542, pgs. 6-7, 564). This presentation documented the extensive participation from internal and external constituents in the formulation of the plan. The plan received final approval at the September 2012 Board of Trustees meeting (612).

Technology

In June 2011, a districtwide Technology Summit was convened to engage districtwide technology staff in dialogue regarding increased coordination of technology planning and initiatives at the colleges, centers and district (566). Campus Works, Inc., a higher education technology consulting firm, was selected to conduct a districtwide technology assessment. Data gathered in December, 2011 included interviews with approximately 100 individuals at colleges, centers and district, facilities tours, districtwide interviews with technology staff and administrators, recommendations from open forums and data from user-based focus groups (590).

The chancellor presented the SCCCD Information Technology Assessment Summary Points at the Special Board of Trustees Meeting in December 2011 (567, pgs. 3-4, 568, 590). Campus Works presented a detailed report at a Special Board of Trustees meeting in January 2012 (569, pgs. 6-8) and at districtwide open forums. Based upon feedback from the open forums, Campus Works presented a follow up assessment to the Board of Trustees annual retreat in April 2012 (570).

To facilitate technology planning, the Districtwide Technology Task Force (571) will begin meeting in October 2012 (575) to develop and recommend the elements of a comprehensive technology plan for the district and to further recommend the composition of a standing District Technology Committee (577). The proposed charge for the committee includes development and implementation of a district technology plan to assure that technology planning is integrated with institutional planning (573, 576).

Organizational Reporting Relationship of Centers

A title change from the vice chancellor of the North Centers to campus president, Willow International Community College Center was discussed at the December 2011 and February 2012 Board of Trustee meetings (567, pg. 7, 523, pg. 15). Chancellor's cabinet has also been reviewing the organizational reporting structure of the college and campus president (528, 573, 600, 610). The change in title to campus president, Willow International Community College Center was approved at the March 2012 Board of Trustees meeting (527, pg. 11, 579).
The Willow Transitional Staffing Plan was developed to address the reporting relationships between the Willow and Madera Centers, the site at Oakhurst and Reedley College (572). The plan includes a timeline with implementation of the first phase by July 1, 2012, and the second phase by July 1, 2013. The plan outlined a change in assignment and reporting between the campus president, Willow International Community College Center and the president of Reedley College. Prior to July 2012, the campus president, Willow International Community College reported directly to the chancellor. The campus president is now exclusively assigned to Willow and reports directly to the president of Reedley College, with an indirect reporting relationship to

the chancellor (580, 612). The plan has been discussed extensively at Chancellor's Cabinet, in weekly Willow Transitional Meetings, with Willow and Reedley College staff, and the Board of Trustees. The Willow Transitional Meeting occurs weekly after Chancellor's Cabinet to discuss the impact of changes in the district organizational structure (581, 610). The updated plan was presented to the Board of Trustees at its annual retreat in April 2012, implemented July 1, 2012 (557, 578), and the official organizational chart was approved by the board September 4, 2012.

Faculty release time was granted beginning spring 2012 to transition from a Faculty Association to a Faculty Senate. A Memorandum of Understanding and Agreement was signed which modifies Article XII, Section 12: Reassigned time for Academic Senate (602). This MOU describes the agreement with State Center Federation of Teachers to provide 1.5 FTE to Willow to conduct academic senate activities. In fall 2012, faculty will work collegially with Willow's College Center Council to modify the current joint Reedley College committees for program review and student learning outcomes to separate committees for the Willow campus (603, pg.5).

Location of Signature Programs

As the role of the colleges and centers evolves, the definition and location of signature programs is critical, as well as, the establishment of criteria for identification as discussed at the February 2012 Strategic Conversation (522). In order to maximize resources for signature programs and meet the needs of the local community, participants in the Strategic Conversation identified the need for advisory committees and community groups to provide input and data.

The acting vice chancellor for educational services and institutional effectiveness met with the college and campus presidents in August 2012, to begin a dialogue regarding signature programs. The discussion included the formation of a districtwide SCCCD Signature Programs Task Force including a draft composition and committee charge. Additionally, the importance of developing standard definitions was discussed (573, 586). Chancellor's Cabinet reviewed the draft charge on October 1, 2012. The revised draft will be presented for approval on October 15, 2012.

Funding Allocation

Absent a formal resource allocation model, SCCCD was tasked to improve its resource allocation process and to tie resource allocation to planning priorities. In May 2011, the chancellor requested districtwide constituent groups appoint representatives to the Districtwide Resource Allocation Model Taskforce (DRAMT) (584, 585), charged with the development of a comprehensive resource allocation model to define the process for allocating fiscal resources to the colleges, centers and district. With broad representation (505) the DRAMT met twice monthly throughout the 2011-2012 academic year (587, 588). To ensure effective participation, members of the DRAMT were trained on finance and SCCCD budgeting procedures.
Phase I of the SCCCD's Resource Allocation Model was drafted in spring 2012 with Phase II scheduled to be completed fall 2012 (589). In April 2012, the DRAMT finalized Phase I for presentation to the Chancellor's Cabinet for review and input (533, 604). The second draft was presented to the Board of Trustees at its annual retreat in April 2012 (591). Phase I focuses on

fiscal resources, identified cost centers within the district and funding allocations for each area. Long-term plans include a model for human, physical and technology resource allocations. In spring 2012, the DRAMT established a framework for Phase II which will address miscellaneous funding streams, health fees and lottery and will be vetted for review and feedback in November 2012.

The formula-driven allocation model addresses distribution of resources at a districtwide level and does not prescribe funds or expenses for each cost center (592, 593). The colleges and centers have specific budget development processes unique to each site that tie into their strategic planning models and reflect organizational cultures and priorities. The district model provides the flexibility for the colleges and centers to effectively support their strategic plans.

The vice chancellor, finance and administration, presented the model to the districtwide management team at its quarterly meeting in August 2012 (594). The presentation included a simulation of the model using the district's 2011-2012 apportionment and FTES (595). The model will continue to be vetted to college and center constituency groups throughout the fall semester with the final comprehensive model to be presented for review and approval in November 2012. The SCCCD Resource Allocation Model will be presented for open discussion at each campus and center. Once approved, the model will be recommended for implementation for the 2013-2014 fiscal year to ensure SCCCD establishes a fully integrated budget allocation process.

A draft operating agreement has been developed to establish the permanent District Budget and Resource Allocation Advisory Committee (DBRAAC) (506). With districtwide representation the DBRAAC is designed to serve as the district's highest level resource planning body. Upon approval, the DBRAAC will recommend fair and equitable distribution of district resources, cost savings and revenue strategies to assist in the preparation of the annual budget, priority of proposed districtwide initiatives, ad hoc committees essential to district budget and resource planning and implementation and evaluation of the current plan to address the dynamic allocation of funds as related to college, center and district strategic plans. The DBRAAC operating agreement was submitted to Communications Council in July 2012 and will continue to be vetted by college and center constituency groups throughout the fall 2012 semester. Input from college and center constituency groups will be integrated into the final version of the operating agreement and once Communications Council makes a recommendation, the operating agreement will go to Chancellor's Cabinet for approval.

Human Resources

In order to support integrated districtwide human resources planning and align district and college planning processes, the district is creating a Human Resource Staffing Plan Task Force (537, 600, 601). The committee task force charge will be developed using data from the College Brain Trust, the SCCCD 2012-2016 Strategic Plan and the corresponding baseline data (530, 543, 546). Possible areas of focus include creating an integrated districtwide human resource staffing plan that guides core restructuring in several auxiliary units, planned vacancies in classified and faculty positions due to budgetary issues and reassignment of employees into vacant positions. In addition, the task force may examine ways to reflect the diversity of the

SCCCD service area in its workforce and analyze human resource committee structures and decision making at each campus to facilitate integration of campus and district human resources planning. Ultimately, a recommendation will be made for a standing districtwide human resources planning committee.

Districtwide human resource planning is currently focused on ensuring that staffing levels will support the future structure of the colleges and centers and assessing the impact of the structure on the colleges and centers. The Willow Transitional Staffing Plan ensures adequate staffing as Willow pursues candidacy and initial accreditation. This plan details the addition of new positions, upgrading of existing positions, reassignment of existing positions, and the transitioning of part-time positions to full-time. The staffing plan also includes positions that should be functional by fall 2016 if initial accreditation is granted (578).

Research Capacity

In 2011, the College Brain Trust recommended improved coordination of districtwide research efforts as a result of an organizational review of centralized functions (530). In response to the recommendation the district has changed the position of associate vice chancellor, workforce development and educational services to vice chancellor of educational services and institutional effectiveness (542, pg. 8, 582) to coordinate districtwide institutional research.

As the colleges, centers and district align districtwide planning, structures have been put in place to build research capacity across the district to support increased planning, resource allocation and decision-making. The interim vice chancellor, educational services and institutional effectiveness has established a districtwide research group that includes district and campus institutional research staff. The research group is charged in part with developing a comprehensive plan to enhance research capacity utilizing current resources. The group is also charged with recommending a districtwide research agenda that aligns with district and college strategic planning goals. The chancellor has recommended formalizing the working group (573).

On September 24 2012, Chancellor's Cabinet approved the proposed SCCCD Research Group Charge, reporting structure and membership.

On the October 2, 2012 agenda of the Board of Trustees is a request for approval of a part-time district office institutional research coordinator who will work under the supervision of the vice chancellor, educational services and institutional effectiveness, to augment the districtwide institutional research group. While the position will be funded initially by an external grant, over time the district will consider expanding the position to full time, supplemented by additional grants and/or general fund dollars to assure sustainability.

To increase capacity for data-driven decision-making, a management information system (MIS) is in place for use by campus and district research offices and others to ensure the use of common data sets, resulting in improved efficiency and streamlined reporting districtwide. Utilizing standard query language (SQL) the MIS enables research staff at the colleges and district to employ common data sets for the development of reports to support districtwide decision- making (583).

Next Steps

Implementation of ongoing districtwide integrated planning linking plans to resource allocations includes finalization and/or creation of documents and committee structures that describe and support the processes, timelines for informing all employees of the district about the planning processes, and training on the use of the planning manuals at the campus level.

In the areas of: technology planning, human resources planning, definition and location of signature programs and expansion of research capacity, working groups are still in formational stages. By the end of fall 2012, task forces or working groups will be formed and fully functioning to respond to the district's need for coordination and dialogue in these areas. As with other planning efforts, these districtwide groups will be representative of internal and external constituents, including faculty, classified staff, administrators and students.

The following timeline that identifies tasks completed and future activity demonstrates the districtwide commitment to coordination and ongoing implementation of integrated planning:

State Center Community College District and Colleges/Centers Strategic Plan Timeline

District Only (Fall 2012-Fall 2016)

DATE	ACTIVITY	RESPONSIBLE PARTY
March 2011*	Survey for minor updates / Timeline Created	District
April 2011*	1st Draft	District
May 2011*	Final Draft	District
June 2011*	Board approval of timeline And final draft which includes minor revisions	District
Aug.-January 2012*	Preparation for comprehensive assessment (Charrette) and full revision process. Gather data from all area internal and external scans.	District
February 2012*	Charrette & all survey information gathered	District
April 2012*	1st Draft	District
May 2012*	Final Draft	
June 2012*	Board approval of strategic plan for district	District/Board
July 2012*	Implementation of new district strategic plan	District
Aug.-January 2013	Annual scan for district (1st year)	District
March 2013	Summary of results from annual scan, report of progress, if changes are pertinent minor revision made if not just report to Board	District
June 2013	Annual report to Board of Trustees on district strategic plan	District/Board
Aug.-January 2014	Annual scan for district (2nd year)	District
March 2014	Summary of results from annual scan, review of results from 1st year report, recommended changes made to the Board. (these are minor updates)	District
June 2014	Minor revisions/updates to the district strategic plan are presented to the Board of Trustees	District/Board
July 2014	Implementation of changes to district strategic plan	District
Aug.-January 2015	Annual scan for district (3rd year)	District
March 2015	Summary of results from annual scan, review of results from 1st year report, recommended changes made to the Board of Trustees. (these are minor updates)	District
June 2015	Minor revisions/updates to the district strategic plan are presented to the Board of Trustees	District/Board

July 2015	Implementation of changes to district strategic plan	District
Aug.-January 2016	Preparation for comprehensive assessment (Charrette) and full revision process. Gather data from all areas internal and external scans. (4th year)	District
February 2016	Charrette & all survey information gathered	District
April 2016	1st Draft	District
May 2016	Final Draft	
June 2016	Board approval of district strategic plan	District/Board
July 2016	Implementation of new district strategic plan	District

* Completed Activities

Colleges/Center (Fall 2013-Fall 2017)

DATE	ACTIVITY	RESPONSIBLE PARTY
Aug.-January 2013	Colleges/centers prepare for comprehensive assessment, Charrette, internal and external scans. Colleges/centers will develop college/ center strategic plans that include the District Strategic Plan goals.	Colleges
February 2013	Charrette, all survey information gathered	Colleges
March 2013	1st Draft	Colleges
May 2013	Final Draft Presentation to appropriate constituency groups	Colleges
June 2013	Board presentation of Strategic Plan for each college/center	College/Board
July 2013	Implementation of College/Center Strategic Plans	Colleges
Aug.-January 2014	Annual Scan for Colleges (1st year)	
March 2014	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made if not just report to College Council	Colleges
May 2014	Reports to constituency groups and College Council	Colleges
Aug.-January 2015	Annual scan for Colleges/Centers (2nd year)	Colleges
March 2015	Summary of results from annual scan, review of results from 1st year report, recommend changes to the board. (minor revisions)	Colleges
May 2015	Changes given to constituency groups, College Council and the Board	Colleges/Board
June 2015	Board approval	Board
July 2015	Implementation of modified College/Center Strategic Plans	Colleges
August 2015 – January 2016	Annual scan for Colleges/Centers (3rd year)	Colleges
March 2016	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made if not just report to	Colleges

	College Council	
May 2016	Changes or report given to College Council and constituency groups	Colleges
June 2016	District Strategic Plan is approved	Board/District
August 2016 – January 2017	Preparation for comprehensive assessment (Charrette) and full revision process. Gather data from all areas internal and external scans (4th year). Colleges/Center prepare for comprehensive assessment, Charrette, internal and external scans. Colleges/center will develop college/center strategic plans that include the District Strategic Plan goals	Colleges
February 2017	Charrette, all survey information gathered	Colleges
March 2017	1st Draft	Colleges
May 2017	Final Draft / Presentation to appropriate constituency groups	Colleges
June 2017	Board presentation of Strategic Plan for each college/center	College/Board
July 2017	Implementation of College/Center Strategic Plans	Colleges

Approved by Strategic Planning Workgroup on April 15, 2011, Reviewed and approved by Integrated Planning Workgroup on April 29, 2011, Approved by Board of Trustees July 5, 2011

Campus Alignment, Coordination and Dialogue for Districtwide Planning

Fresno City College's Strategic Planning Council (SPC) will continue development of the college's 2013-2017 Strategic Plan. The alignment of college and district plans will be a significant aspect of the SPC's dialogue to facilitate ongoing integrated planning (543, 617-621, 623, Appendix II-III). The revision of the SPC Handbook to ensure integration of campus and planning processes will be a priority of the SPC (619-623).

The college will use data from its annual environment scan to establish an effective baseline for the Fresno City College 2013 – 2017 Strategic Plan (624-625). The environmental scan includes an external and internal scan for a comprehensive snapshot of the data. These data will assist in the effective alignment with district planning.

The Strategic Planning Advisory Committees are working to align college specific plans with district planning efforts as evidenced in minutes and year end reports. Specifically during the 2012-2013 the Facilities committee will review the district facilities plan and incorporate applicable aspects into the college's Facilities Master Plan. (626) The Fresno City College Technology Advisory Committee (TAC) will implement the 2012-2014 Campus Technology Plan and will continue to strive for alignment with the district's effort in technology planning (627-628).

Fresno City College will also continue to support district efforts to coordinate program placement and resource allocation. The college will participate in the districtwide SCCCD Academic Priorities Task Force to develop guidelines and standard definitions for signature programs (586). As members of the RAMT, Fresno City College will support the implementation of the Resource Allocation Model. Specifically the college's Budget Advisory Committee will implement the Resource Allocation Model as appropriate in the college budget process (629-630).

The above referenced activities will ensure a continued momentum for long-term coordinated planning in order to meet the goals of the recommendation.

COLLEGE RECOMMENDATION #1

In order to meet Standards regarding the college catalog, the team recommends that the Academic Freedom Statement be included in the next publication of the college catalog. (E.R.12, 20, Standards II.A.7, II.B.2)

Response to College Recommendation #1

The Commission's recommendation directs Fresno City College to include the Academic Freedom Statement in the next publication of the college catalog. The Academic Freedom Statement has existed within the State Center Community College District Board of Trustees policies and administrative procedures. However, the statement has not been previously published in the college's catalog.

Assessment of Academic Freedom Statement

In March 2012, during the President's Advisory Council (PAC) Meeting (CR1-01), the inclusion of the Academic Freedom Statement in the college catalog was discussed to address the college's next steps. It was decided that the Interim Vice President of Instruction the Vice President of Student Services would take the lead on addressing this recommendation.

The vice presidents met with the Executive Officers of the FCC Academic Senate on March 7th, 2012 (CR1-02) to discuss including the Academic Freedom Statement in the catalog. Academic Senate Executive Council proposed that the current AR 4030 be included in the upcoming catalog to represent the FCC Academic Freedom Statement. During the March 20, 2012 PAC meeting (CR1-03), the vice presidents updated the council about the Academic Freedom Statement and the Academic Senate Executive Council's proposal. The council members agreed and the Academic Freedom Statement has been included in the 2012-2014 Fresno City College Catalog (CR-04).

Evaluation

The college has fully addressed the Commission's recommendation. The Academic Freedom Statement has been published in FCC's 2012-2014 college catalog.

ELIGIBILITY REQUIREMENT 5 ADMINISTRATIVE CAPACITY

While the team determined that Fresno City College currently has sufficient staff with appropriate credentials, it also concluded during its visit that the high turnover rate of presidents and other administrators during this last accreditation cycle contributed to the college's challenges.

Response to Eligibility Requirement 5 Administrative Capacity

The Commission's recommendation directs the college to hire administrators to fill the interim positions. While Fresno City College has sufficient staff and qualified interim administrators, the visiting team concluded that the high turnover of presidents and other administrators contributed to some of the college's challenges to fulfill its accreditation status.

Assessment of Administrative Capacity

With the exception of vice president of instruction, all interim positions (president, vice president of administrative services, and dean of instruction – applied technology) have been filled. The current interim vice president's term was extended since the current president was the former vice president of instruction. The position for the vice president of instruction was posted on August 15, 2012 and will close on September 27, 2012 with an anticipated start date of January 2, 2013 (ER1-01, ER1-02, ER1-03).

Evaluation

The college has fully addressed the Commission's concern regarding administrative capacity as evidenced by the filling of all interim positions except for vice president of instruction.

Next Steps

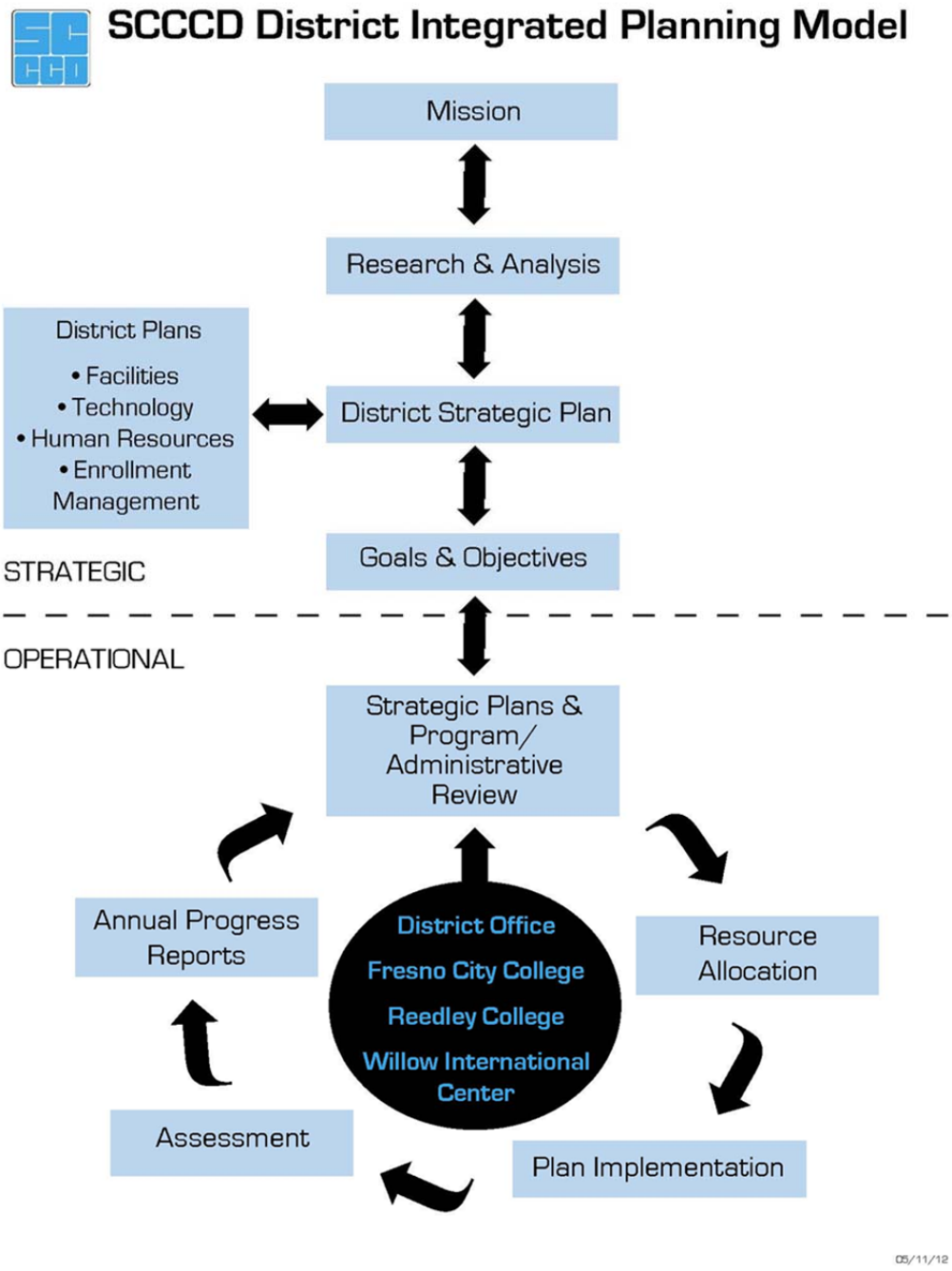
The recruitment for the vice president of instruction of Fresno City College is in process and the position is scheduled to be filled January 2013 (ER1-04).

Appendix I

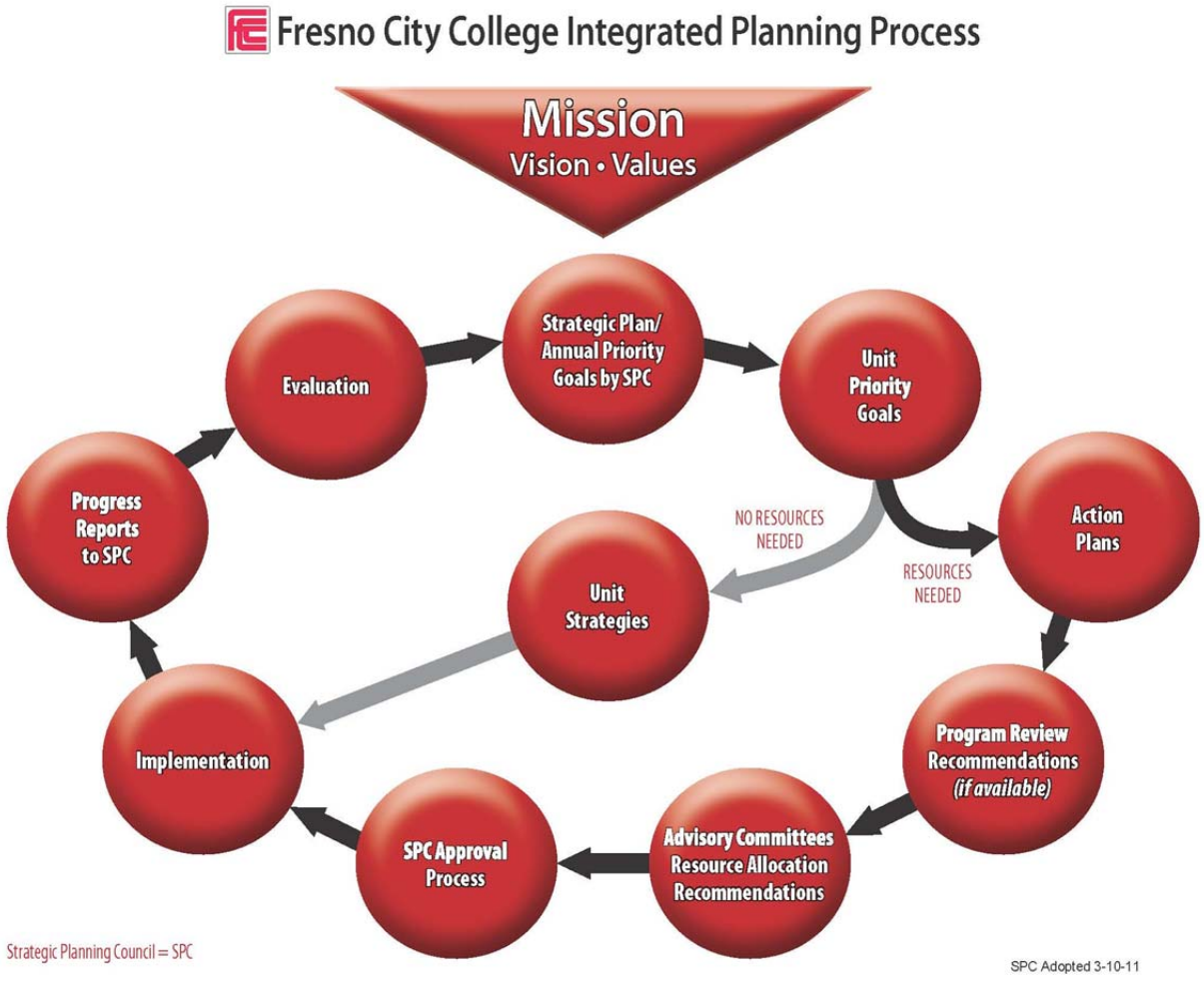
District Recommendation Response Team

Marilyn Behringer – Administration (RC)
Jothany Blackwood – Administration (FCC)
Jim Chin – Administration (WI)
Diane Clerou- Administration (DO)
Shelly Conner (Chair) – Administration (DO)
Ed Eng – Administration (DO)
Kelly Fowler - Administration (FCC)
Robert Fox- Administration (DO)
Christopher Glaves – Faculty (WI)
Patricia Gonzalez –Classified (FCC)
Deborah Ikeda - Administration (WI)
Erica Johnson- Faculty (WI)
Michelle Johnson – Classified (RC/WI)
Veronica Jury – Classified (WI)
Claudia Habib – Faculty (FCC)
Cyndie Luna – Faculty (FCC)
Anna Martinez - Faculty (RC)
Thomas Mester - Administration (WI)
Julie Preston-Smith - Administration (WI)
Randy Rowe - Administration (DO)
Gary Sakaguchi – Administration (RC)
Lorraine Smith- – Faculty (FCC)
Brian Speece - Administration (DO)
Ray Tjahjadi - Faculty (WI)
Bill Turini – Faculty (RC)
Lijuan Zhai - Administration (FCC)

Appendix II


SCCCD District Integrated Planning Model
Mission
Research & Analysis
District Plans
• Facilities
• Technology
• Human Resources
• Enrollment Management
District Strategic Plan
Goals & Objectives
STRATEGIC
OPERATIONAL
Strategic Plans & Program/ Administrative Review
Resource Allocation
Plan Implementation
Assessment
Annual Progress Reports
District Office
Fresno City College
Reedley College
Willow International Center
05/11/12

Appendix III



Evidence for Response to ACCJC District Recommendation #1

501 Timeline for 2012-2016 SCCCD Strategic Plan
502 District Strategic Planning Workgroup Members
503 District Strategic Planning Committee (DSPC) Members
504 District Strategic Planning Committee Operating Agreement
505 District Budget and Resource Allocation Model Task Force
506 District Budget Resource Allocation Advisory Committee (DBRAAC) Operating Agreement (Draft)
507 District Facilities Planning Committee Members
508 District Facilities Planning Committee Operating Agreement
509 Communications Council Members
510 Board of Trustees Minutes 3-1-12
511 College Brain Trust Members
512 District Strategic Planning Workgroup Power Point 10-4-11
513 Board of Trustees Minutes 7-5-11
514 Board of Trustees Presentation 12-13-11
515 Communications Council Notes 4-26-2011 and Chancellor's Cabinet Meeting Notes 5-9-11
516 Communications Council Notes 10-25-11
517 Communications Council Notes 11-29-11
518 Communications Council Notes 1-31-12
519 District Strategic Planning Committee Meeting Notes 3-2-12
520 Board of Trustees Minutes 1-24-12
521 Board of Trustees Minutes 1-10-12
522 Summary of Strategic Conversation Themes
523 Board of Trustees Minutes 2-7-12
524 Strategic Conversation Participants
525 Strategic Conversation 2012 Evaluation
526 SCCCD Charette 3-1-12
527 Board of Trustees Minutes 3-6-12
528 Chancellor's Cabinet Meeting Notes 3-5-12
529 District Strategic Planning Committee Meeting Notes 3-9-12
530 College Brain Trust Report on 2008 Strategic Plan Update
531 Integrated Planning Workshop Participants 4-9-12
532 Integrated Planning Workshop PowerPoint
533 Chancellor's Cabinet Meeting Notes 4-18-12
534 Ad Hoc Integrated Planning Workgroup Members
535 SCCCD 2012-2013 Integrated Planning Model
536 SCCCD 2012-2013 Integrated Planning Manual (Draft)
537 Chancellor's Cabinet Meeting Notes 7-30-12
538 Communications Council Meeting Notes 7-31-12
539 Board of Trustees Minutes 5-1-12

540 Board of Trustees Presentation 5-1-12
541 Board of Trustees Minutes 6-5-12
542 Board of Trustees Minutes 7-3-12
543 2012-2016 SCCCD Strategic Plan
544 2012-2016 Strategic Plan Responsibility Matrix
545 Chancellor's Cabinet Meeting Notes 2-13-12
546 2012-2016 SCCCD Strategic Plan Baseline Data
547 The Linkage Reports
548 Chancellor's Cabinet Members
549 Districtwide Facilities Planning Committee Meeting Minutes
550 Board of Trustees Minutes 3-2-10
551 SCCCD Educational Master Plans
552 2009-2010 Districtwide Summary of Priorities and Recommendations Based on the College Educational Master Plans
553 Board of Trustees Minutes 6-7-11
554 Decision Package for Society for College and University Planning (SCUP) Institute
555 Board of Trustees Facilities Master Plan Presentation 12-13-11
556 Board of Trustees Facilities Master Plan Presentation 3-6-12
557 Board of Trustees Minutes 4-21-12
558 Board of Trustees Retreat Facilities Master Plan Presentation 4-21-12
559 Chancellor's Cabinet Meeting Notes 3-21-12
560 Chancellor's Cabinet Meeting Notes 3-26-12
561 FCC Town Hall Meeting 5-2-12
562 RC Town Hall Meeting 5-4-12
563 NC Town Hall Meeting 5-8-12
564 Board of Trustees Districtwide Facilities Master Plan Presentation 7-3-12
565 2012-2025 Districtwide Facilities Master Plan - BOT Agenda 9-4-12
566 Technology Summit Agenda 6-1-11
567 Board of Trustees Minutes 12-13-11
568 SCCCD Information Technology Assessment PowerPoint
569 Board of Trustees Minutes 1-24-12
570 Board of Trustees Minutes 4-20-12
571 Districtwide Technology Taskforce Membership (Draft)
572 Willow Transitional Staffing Plan (Draft)
573 Chancellor's Cabinet Meeting Notes 9-11-12
574 Board of Trustees Presentation 6-7-11
575 Districtwide Technology Task Force Meeting Notes
576 District Technology Task Force Charge (Draft)
577 District Technology Committee Charge (Draft)
578 Updated Willow Transitional Staffing Plan
579 Campus President Willow Brochure Language
580 SCCCD Organizational Chart BOT Agenda 9-4-12
581 Willow Transitional Meeting Notes

582 Vice Chancellor, Educational Services and Institutional Effectiveness Job Description
583 District Institutional Research Website (http://ir.scccd.com), SCCCD Research Group 8-30-12 Minutes and SCCCD Research Group Charge
584 DRAMT Charge Memo from Chancellor Blue 5-13-11
585 Chancellor's Cabinet Meeting Notes 5-2-11
586 Signature Programs Agenda and Minutes 8-28-12 and SCCCD Signature Programs Task Force Charge
587 DRAMT Agendas
588 DRAMT Minutes
589 RAMT Timeline and Planning Calendar
590 SCCCD Information Technology Assessment Summary Points
591 Board of Trustees Retreat (DRAMT) Presentation 4-20-12
592 RAMT Minutes 4-13-12
593 Resource Allocation Model Narrative
594 Resource Allocation Model Task Force PowerPoint
595 Resource Allocation Model Simulation
596 Board of Trustees Strategic Plan Presentation 7-3-12
597 ASUR PowerPoint
598 ASUR Resource Team Membership
599 BOT Strategic Conversation PowerPoint 1-10-12
600 Chancellor's Cabinet Meeting Notes 8-13-12
601 Human Resource Staff Plan Task Force (Draft)
602 Faculty Association Release Time MOU 3-30-12
603 Board of Trustees Minutes 4-3-12
604 Communications Council Meeting Notes 4-24-12
605 District Strategic Planning Workgroup Agendas and Minutes 2012
606 Chancellor's Cabinet Meeting Notes 5-29-12
607 Chancellor's Cabinet Meeting Notes 11-1-10
608 Communications Council Meeting Notes 10-26-10
609 Communications Council Meeting Notes 11-30-10
610 Chancellor's Cabinet Meeting Notes 2-27-12
611 District Decision Making Taskforce (DDMT) Operating Agreement
612 Board of Trustees Meeting Minutes 9-4-12 (Draft)
613 Chancellor's Cabinet Meeting Notes 1-9-12
614 Chancellor's Cabinet Meeting Notes 1-18-12
615 Chancellor's Cabinet Meeting Notes 1-23-12, 2-1-12, 2-6-12
616 Chancellor's Cabinet Meeting Notes 2-21-12
617 Strategic Planning Council Minutes 9-22-11
618 Strategic Planning Council Minutes 10-6-11
619 Strategic Planning Council Minutes 2-23-12
620 Strategic Planning Council Minutes 3-22-12
621 Strategic Planning Council Minutes 4-12-12
622 Strategic Planning Council Minutes 4-26-12

623 Strategic Planning Council Minutes 5-10-12
624 Environmental Scan Part 1 9-22-11
625 Environmental Scan Part 2 10-20-11
626 Facilities Committee Meeting Minutes
627 2012-2014 Fresno City College Campus Technology Plan
628 Technology Advisory Committee Year End Report 5-1-12
629 Budget Advisory Committee Meeting Minutes and Agenda 11-16-11
630 Strategic Planning Council Minutes 11-10-11

Evidence for Response to ACCJC College Recommendation #1

CR1-01	PAC Minutes 03-06-12
CR1-02	Academic Senate Agenda/Minutes March 7, 2012
CR1-03	PAC Minutes 03-20-12
CR1-04	Academic Freedom Statement/Matrix

Evidence for Response to ACCJC Eligibility Requirement 5

ER1-01	Dean of Applied Technology Announcement/Matrix
ER1-02	FCC President Announcement/Matrix
ER1-03	VP Administrative Services Announcement/Matrix
ER1-04	VP of Instruction Announcement