



FOLLOW-UP REPORT

Submitted by

Folsom Lake College

10 College Parkway

Folsom, CA 95630

Submitted to

Accrediting Commission for Community and Junior Colleges

of the Western Association of Schools and Colleges

March 15, 2017

Certification of the Institutional Follow-Up Report

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

FROM: Folsom Lake College
10 College Parkway
Folsom, CA 95630

This institutional Follow-Up Report is submitted for the purpose of assisting in the determination of the institution's accreditation status.

We certify that there was broad participation/review by the campus community and believe the Follow-Up Report accurately reflects the nature and substance of this institution.

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Board of Trustees

Brian King, Chancellor
Los Rios Community College District

Kathleen Kirklin, President
Folsom Lake College

Carlos Lopez, President
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Statement on Preparation of Report

In February 2016, following a comprehensive accreditation team visit in October 2015, the Accrediting Commission for Community and Junior Colleges took action to reaffirm accreditation for Folsom Lake College for 18 months with the requirement that the college complete a *Follow-Up Report* by March 15, 2017 for the following three recommendations:

District Recommendation #1

In order to meet the Standard, the Evaluation Team recommends that the LRCCD develop a comprehensive Technology Plan for the district. The plan should be integrated with the program review process and with the on-going and routine technology assessments done by District Information Technology. The Technology Plan should align with and directly support the District Strategic Plan and the colleges' strategic plans (Standard II.C.2)

District Recommendation #2

In order to meet the Standard, the Evaluation Team recommends that the LRCCD develop a clearly-defined policy for selecting and evaluating the presidents of the colleges (Standard IV.B.1.j)

District Recommendation 3

In order to meet the Standards as well as to improve institutional effectiveness and align policy with practice, the Evaluation Team recommends that the District modify the existing Board Policy 4111 to more clearly define that the chancellor delegates full responsibility, authority, and accountability to the presidents for the operations of the colleges. The Evaluation Team further recommends that Section 1.2 of Board Policy 2411, which establishes the role of the president as the chief college administrator, be added to the policy section 4000 – Administration. (Standards IV.B.2, and IV.B.3.e)

The college's Institutional Effectiveness Committee has a standing Accreditation Steering Subcommittee ([Reference 12](#)) responsible for overseeing all accreditation issues. The subcommittee meets monthly during the academic year and first addressed the accreditation visiting team's *Evaluation Report* ([Reference 1](#)) at its February 25, 2016 meeting ([Reference 2](#)). At that time the subcommittee reviewed the Commission's accreditation reaffirmation letter ([Reference 3](#)) as well as Commission instructions on how to prepare a *Follow-Up Report*.

The *Follow-Up Report* was drafted during the fall and reviewed by the Accreditation Steering Subcommittee in October 2016 and constituent groups in November 2016. The Academic Senate, Classified Senate, and Associated Students of Folsom Lake College approved the final draft in November 2016 ([Reference 4, 5, & 6](#)). The draft was then forwarded to the Institutional Effectiveness Committee, where it was approved on December 12, 2016 ([Reference 7](#)). The report was subsequently approved by the college president and then forwarded to the LRCCD Board of Trustees, which approved the *Follow-Up Report* at its February 8, 2017 meeting ([Reference 8](#)).

Response to Team Recommendations and the Commission Action Letter

District Recommendation #1

In order to meet the Standard, the Evaluation Team recommends that the LRCCD develop a comprehensive Technology Plan for the district. The plan should be integrated with the program review process and with the on-going and routine technology assessments done by District Information Technology. The Technology Plan should align with and directly support the District Strategic Plan and the colleges' strategic plans. (Standard III.C.2)

In spring 2016, following receipt of the district-level recommendation to develop a Los Rios Community College District (LRCCD) technology plan, district and college executive staff determined that in addition to relying on regular district and college program review results and routine technology assessments done by District Office Information Technology (DOIT), the entire district would benefit from a third party technology assessment. Therefore, LRCCD hired a team of consultants from CampusWorks, Inc. to assess Los Rios technology operations, provide input on the overall technology strategic objectives already in place, and assess students' technology experiences at the colleges and district. The CampusWorks team reviewed over 165 documents provided by the district and its four colleges prior to and during their visits to all five sites. The documents included district and college strategic and/or technology plans, technology related program reviews and unit plans, and other assessments and documents. At the conclusion of their review, the CampusWorks team provided the district with a *Second Opinion Technology Assessment Report* ([Reference 9](#)) on May 17, 2016.

During that same spring 2016 semester, LRCCD completed its 2016 District Strategic Plan ([Reference 10](#)) which it had begun in fall 2015. The plan was developed with input from multiple stakeholders, including the Board of Trustees, students, faculty, classified staff, and administrators from across the district, and community stakeholders. The 2016 plan, which includes updated vision, mission, and values statements, and five goals, was approved by the Board of Trustees at its May 11, 2016 meeting. The five goals are:

1. Establish effective pathways that optimize student access and success
2. Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups
3. Provide exemplary teaching and learning opportunities
4. Lead the region in workforce development
5. Foster an outstanding working and learning environment

Each goal has its own strategies designed to implement the goal successfully. Eleven strategies that directly relate to technology include:

1. Implement improved class scheduling system to better meet student needs (Goal 1, Strategy 2)
2. Promote communication channels that increase awareness of course offerings, deadlines, services, programs, resources, and events (Goal 1, Strategy 3)
3. Monitor student progress and proactively engage with at-risk students prior to key milestones (first semester, 30 units, 70 units, etc.) (Goal 1, Strategy 4)
4. Increase professional development opportunities related to teaching methods, equity, instructional technology, discipline-specific knowledge, and student services (Goal 3, Strategy 2)
5. Ensure that all classroom personnel, with a focus on new and adjunct faculty, have the necessary resources needed to engage in improvement of curriculum, teaching and learning (Goal 3, Strategy 4)
6. Provide resources to enhance student learning, outcomes, development and assessment (Goal 3, Strategy 6)
7. Improve the assessment-for-placement process through diagnostic assessment, multiple measures and increased preparation prior to assessment (Goal 3, Strategy 7).
8. Increase staff and manager participation in professional development activities (Goal 5, Strategy 1).
9. Coordinate and communicate college sustainability efforts to further implement best practices across the District (Goal 5, Strategy 4)
10. Complete and implement a District Technology Plan (Goal 5, Strategy 5)
11. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students (Goal 5, Strategy 6)

The District Technology Plan Steering Committee ([Reference 11](#)) was formed in late spring 2016 to hear the results of the CampusWorks assessment and begin its work to create a comprehensive district technology plan. The committee met throughout fall 2016 to continue overseeing the plan's development. Based on the CampusWorks assessment report, the *2016 District Strategic Plan*, and ACCJC Accreditation Standard III.C, the committee identified the areas of district-supported technology the plan needed to address. Technology responsibilities supported primarily by the colleges, such as the selection, purchase, and maintenance of classroom technology are not included in the district plan.

In 2015-16 Folsom Lake College began work on the College Master Plan (CMP) ([Reference 1](#)) which was approved by all constituent groups and the College President in spring 2016. The CMP is the college's 10-year plan. It identifies four areas of focus including Innovation and Technology. The goals developed for Innovation and Technology include:

- Develop institutional capacity for innovation.

- Indicators of Success include having nimble and responsive college processes to support innovation.
- Use innovation and technology across disciplines.
- Indicators of Success include demonstrating evidence of innovation and technology embedded in curriculum across all disciplines.
- Provide accessible, current, and updatable technology.
- Indicators of Success include being able to access and to use current technology to support student success.
- Offer student-focused and student-led real world learning experiences.
- Indicators of Success include having established partnerships with local and regional industries.

In 2016-17 FLC is developing the Strategic Plan which is the 3-5 year plan on how to implement the CMP. Integrated into this plan will be the four areas of focus identified in the CMP, including Innovation and Technology. Requests for technology are addressed through the annual planning process ([Reference 13](#)).

In 2015-16 the Distance Education Vision ([Reference 14](#)) was developed. In spring 2016 a Distance Education Plan will be completed. Further the Technology Plan ([Reference 15](#)) is under revision, with planned completion in early spring 2016. The Technology Plan covers the college level technology services available at the college. Upon completion, these plans will identify goals to be included in the college Strategic Plan.

The District Technology Plan Steering Committee agreed the initial development of individual technology plan sections should be drafted by those individuals who have expertise and responsibility for those particular types of technology. Thus, the Vice Chancellor of Finance and Administration worked with the college Vice Presidents of Administration to review and develop items regarding college IT budget and personnel responsibilities, the college learning management system (LMS) faculty coordinators and DOIT LMS support personnel worked on the LMS-related items, the district police worked on campus security-related technology items, etc. In late November 2016, the draft plan was sent to college and district leaders for review with their constituencies and the opportunity to submit comments and proposed edits before a final draft plan was sent to the Board of Trustees for action at its February 8, 2017 meeting ([Reference 6](#)).

District Recommendation #2

In order to meet the Standard, the Evaluation Team recommends that the LRCCD develop a clearly-defined policy for selecting and evaluating the presidents of the college (Standard IV.B.1.j)

In spring 2016, the Los Rios Community College District developed clearly defined Board Policies and Administrative Regulations for recruiting and selecting college presidents. The policies were approved by the Board of Trustees at its [April 13, 2016 meeting](#) ([Reference 16](#)) and the regulations were approved by the Chancellor’s Cabinet at its January 25, 2016 meeting ([Reference 17](#)).

Policy 9123 *Selection and Recruitment: College President* ([Reference 18](#)) describes the authority to recruit for a vacant College President position, the building of the applicant pool, and the qualifications an applicant must possess to be considered for the position. Policy 9123 is supported by Regulation 9123 ([Reference 19](#)) *Recruitment: College President* which further details the College President position job description, opportunity for lateral transfer, building of an applicant pool, necessary applicant qualifications, and certification of the applicant pool by the Associate Vice Chancellor of Human Resources. At the same meeting, the Board of Trustees approved Policy 9124 *Initial Selection: College President* ([Reference 20](#)) which describes the authority for establishing the selection process, selection criteria, educational management position qualifications, appointment process, retirement system participation requirements, and fingerprinting requirements. Policy 9124 is supported by Regulation 9124 *Initial Selection: College President* ([Reference 21](#)). The regulation describes the College President application review and selection processes, status of district management employees who are selected for a college presidency, the terms of the appointment, and the fingerprinting process.

Policy 9142 *Performance Evaluation Chancellor and Presidents*, Section 2.0 ([Reference 22](#)), describes the annual evaluation process of College Presidents by the District Chancellor. The evaluation includes achievement of annually established goals and provides opportunity for input from any College or District constituency. The policy was approved by the Board of Trustees on December 15, 2010 ([Reference 23](#)) and has been followed since that time. These policies and regulations will be followed by Folsom Lake College in selecting future College Presidents including the current presidential search.

District Recommendation #3

In order to meet the Standards as well as to improve institutional effectiveness and align policy with practice, the Evaluation Team recommends that the District modify the existing Board Policy 4111 to more clearly define that the chancellor delegates full responsibility, authority, and accountability to the presidents for the operations of the colleges. The Evaluation Team further recommends that Section 1.2 of Board Policy 2411, which establishes the role of the president as the chief college administrator be added to the policy section 4000 – Administration. (Standards IV.B.2, and IV.B.3.e)

The Los Rios Community College District used the language of Board [Policy 2411](#) *Student Rights and Responsibilities*, Section 1.2 ([Reference 24](#)), which states “The president of a college in the District serves as the chief administrator of the college and is responsible for the overall

supervision of the operation of the college in conformity with the directives and duties as defined by the District Chancellor and consistent with the policies of the Board of Trustees.” to inform the modification of Board Policy 4111 *Administrative* ([Reference 25](#)). Board Policy 4111 now includes Section 1.4, which states, “The President of a College in the District serves as the chief administrator of the College and is responsible for the overall supervision of the operation of the College in conformity with the directives and duties as defined by the Chancellor and consistent with the District Policies of the Board of Trustees. The Chancellor delegates full responsibility and authority to the college Presidents to implement and administer delegated District Policies without interference and holds College Presidents accountable for the operation of the College.” The modification was approved by the Board of Trustees at its April 13, 2016 meeting ([Reference 16](#)). The approved language of the modified policy aligns the policy with ongoing administrative practice.

Appendix A: References

Reference 1	FLC College Master Plan
Reference 2	FLC Accreditation Steering Committee Minutes – Feb. 25, 2016
Reference 3	Commission’s Accreditation Reaffirmation Letter
Reference 4	FLC Academic Senate Minutes
Reference 5	FLC Classified Senate Minutes
Reference 6	FLC Student Senate Minutes
Reference 7	FLC IE (Institutional Effectiveness) Committee Minutes
Reference 8	Los Rios Board of Trustees Minutes – Feb 8, 2017
Reference 9	Second Opinion Tech Assessment Report
Reference 10	LRCCD Strategic Plan
Reference 11	LRCCD Technology Steering Committee
Reference 12	FLC Accreditation Steering Committee Membership
Reference 13	Annual Planning Process Overview
Reference 14	FLC Distance Education Vision
Reference 15	FLC Technology Plan
Reference 16	LRCCD Board of Trustees Meeting Minutes of April 13, 2016
Reference 17	Chancellor’s Cabinet Meeting Minutes of January 25, 2016

Reference 18	Board Policy 9123
Reference 19	Administrative Regulation 9123
Reference 20	Board Policy 9124
Reference 21	Administrative Regulation 9124
Reference 22	BOARD POLICY 9142
Reference 23	LRCCD BOARD OF TRUSTEES MEETING MINUTES OF DEC. 15, 2010
Reference 24	Board Policy 2411
Reference 25	Board Policy 4111