

Follow-up Report
in
Support of Reaffirmation of Accreditation

Response to the Recommendation
of the
Accrediting Commission for Community and Junior Colleges

Submitted
by
Riverside City College
4800 Magnolia Avenue
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Submitted
to
The Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges
10 Commercial Boulevard
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October 15, 2010

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CERTIFICATION OF THE *FOLLOW-UP REPORT*
AUGUST 17, 2010

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

From: Riverside City College
4800 Magnolia Avenue
Riverside, CA 92506

This *Follow-up Report* is submitted per the requirements of the Accrediting Commission.

We certify that there was broad participation by the campus community, and we believe that the *Follow-up Report* accurately reflects our response to date to the recommendations of the 2009 Accreditation Visiting Team.



Virginia Blumenthal, President
Board of Trustees



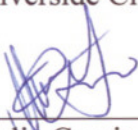
Gregory Gray, Chancellor
Riverside Community College District



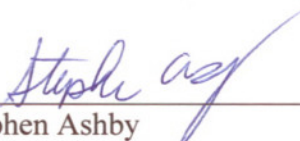
Tom Harris, Acting President
Riverside City College



Richard Davin, President
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Italia Garcia, President
Associated Students



Stephen Ashby
California School Employees Assoc.

STATEMENT OF FOLLOW-UP REPORT
ACKNOWLEDGEMENTS

This *Follow-up Report* documents the activity of Riverside City College to address College Recommendation 1 contained in the 2009 Visiting Team Report and the January 29, 2010, Action Letter from the Accrediting Commission for Community and Junior Colleges.

Upon receipt of the Commission's letter, the college began immediate work to address the unresolved issues mentioned in the Team's report by forming a Strategic Planning Task Force and reconvening the Accreditation Steering Committee to address the issues identified in the Commission's recommendation.

This report will detail the manner in which the college has successfully addressed the Commission's recommendation and the Visiting Team's questions and comments.

Riverside City College respectfully submits this *Follow-up Report* as a summary of its institutional progress.

This report has been compiled by the Strategic Planning Task Force, the Accreditation Steering Committee, Riverside City College administrative leadership and Riverside Community College District staff. In October 2010, the report was sent electronically to all college faculty and staff. The report was approved by the Riverside Community College District Board of Trustees at its August 17, 2010, meeting.



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Introduction

At its January 2009 meeting, the Commission accepted the October 2008 Follow-up Report with the requirement that Riverside City College complete an additional Follow-up Report by October 15, 2009, followed by a visit of Commission representatives. In its February 3, 2009, letter to Dr. Linda Lacy, the Interim President of the college, the Commission noted that Riverside City College had “made considerable advancement in resolving this recommendation (College Recommendation 1) by addressing the requirement to revise the mission and align the college mission with the strategic plan to drive resource allocation.”

The purpose of the October 15, 2009 visit “was to demonstrate the institution’s complete resolution of College Recommendation 1 and the District Recommendations 1 through 5 as specified in the January 2008 Commission Action letter.” In the report submitted by Commission representatives (Dr. Sherrill Amador and Mr. Mohamed Eisa), who visited Riverside City College on October 20, 2009, the visiting team concluded that the college “does not have a completed strategic plan”—that is, “no one document ties all the pieces together.” The team also concluded that the college “has only partially implemented the recommendation” and that it is essentially at the “development level” in its strategic planning. Therefore, the Commission required the college to submit another Follow-Up Report due October 15, 2010, followed by another visit by Commission representatives.

Based on the specific recommendations from the October 2009 visit and an assessment of its planning processes, Riverside City College began the process of restructuring its strategic planning processes not only to address the concerns identified by the visiting team in its report to the Commission, but also to make the process more effective. As a result, the college has evaluated, restructured, and refined its strategic planning process for greater effectiveness and has tied “all the pieces together” into a cohesive strategic plan that provides, as the visiting team recommended, “overarching institutional strategic directions.”

Statement of Report Preparation

In fall 2009, Dr. Jan Muto, the college president and members of the Strategic Planning Task Force, composed of the Strategic Planning Executive Committee and others, began a series of meetings to assess and to restructure the college's strategic planning process.¹ To facilitate the restructuring of Riverside's strategic planning process and to assist with accreditation efforts, Chancellor Gray assigned Sylvia Thomas, Associate Vice Chancellor, Educational Services, to serve as the district accreditation liaison to the college. After in depth discussions, this group reorganized and restructured the college's strategic plan and vetted the modified plan with the college's Strategic Planning Committee, the Riverside City College Academic Senate, the Associated Students, the Academic Planning Council (department chairs), the administration, and the classified staff. After feedback from those bodies and input gained from open forums, the Strategic Planning Task Force revised the plan again. The final plan was received and reviewed by both the Academic Senate and the Strategic Planning Committee and was approved by the Board of Trustees at its June 2010 meeting.

Tom Allen, Associate Professor of English, wrote the initial follow-up report from the information and guidance provided by the Strategic Planning Task Force, and from supporting documents collected and organized by Michelle Davila, Administrative Assistant. Professor Allen, with guidance and input from the Accreditation Steering Committee, Tom Harris, Acting President, Riverside City College, and Sylvia Thomas edited subsequent drafts. The final report, after review and endorsement by Riverside City College's Accreditation Steering Committee, was approved by the Board of Trustees at its August 2010 meeting.

Response to College Recommendation I

College Recommendation 1: Institutional Commitments and Evaluation, Planning, and Improvement. The team recommends that the college reframe its mission to be comprehensive, including educational goals that may be fulfilled at the college and a description of the primary student population for which the college is designing programs (Standard 1A).

- *The team further recommends that the college clarify the ways in which the strategic plan aligns with the college mission statement, links to the strategic goals, drives budget allocation, and ensures the distribution of technology and human resources (Standard 111D.1).*
- *The team also recommends that the college develop a process of integrating program review with institutional goals, complete the implementation of the planning process, assess that process, and communicate the results of that assessment to all constituents in order to promote institutional effectiveness and identify areas for improvement (Standards 1B.2, 1B.3, 11B.4, and 111D.3).*

Description:

As the October 2009 visiting team noted in its report, “Riverside City College’s mission statement aligns with and supports the district’s newly adopted mission statement...” The team also verified that the college’s mission statement “clearly delineates the student population for which the college is designing its program and services.” In fact, the visiting team reached the following conclusion: “The college reframed its mission to be comprehensive and included a description of the primary student population for which the college is designing its programs.” Since the October visit, the college’s Strategic Planning Leadership Council for Institutional Effectiveness conducted its annual review of the mission statement by soliciting input from the entire college community. The council made minor revisions to the statement, vetted the revisions with the appropriate college entities—including the Academic Senate, the Associated Students, and the Strategic Planning Executive Council—and made further revisions based on the input from those bodies. After approval of the revised mission statement by the appropriate college constituencies, the college then submitted the revised mission statement to the District Strategic Planning Committee in July and finally to the [Board of Trustees for final approval in August 2010](#).²

In response to the visiting team’s general comments in its report to the Accrediting Commission for Community and Junior Colleges and in response to the Commission’s accreditation of Norco College and Moreno Valley College, the Riverside Community College District and Riverside City College developed an improved organizational structure that better reflects the nature of a three-college district. The visiting team noted in its introductory comments that “many services are still provided to all three campuses by Riverside City College; and some services physically reside on the Riverside City campus.” The team also noted that the “current situation is still creating organizational, financial, and physical plant conditions that will need to be resolved within the district once Norco and Moreno Valley are fully accredited colleges.” The re-ordered administrative structure, which

includes the reorganization of administrative responsibilities of the district offices and all three colleges, attempts to resolve many of these concerns, some of which could not be addressed until Norco and Moreno Valley became independent colleges. For example, until Norco and Moreno Valley were independently accredited, EOPS services had to be administered by Riverside City College, the only accredited college in the district at the time of the visit by commission representatives. The [re-ordered organizational structure](#) was adopted by the Board of Trustees at its May 18, 2010, meeting.³ The district and the college have already implemented some changes involving [decentralization of functions](#), such as student services and operations and are taking the appropriate steps to complete other changes during the 2010-2011 academic year.⁴

In its introductory remarks, the visiting team acknowledged that the Riverside Community College District and Riverside City College in particular “have been transitioning to a multi-college district with three distinct colleges.” This transition has occurred. The visiting team also noted that some district personnel sit on college committees, that some district services “physically reside” at Riverside City College, and that the college and district office “will need to further clarify responsibilities as well as human and financial resources allocations for the various entities to complete this transition.” Since the October 20, 2009, visit, the district has [adopted a reorganization plan](#) that clarifies the responsibilities of district and college personnel and that better reflects the realities of the three-college district.⁵ District personnel no longer sit as voting members on Riverside City College committees and councils. Where appropriate, they serve as resource personnel on committees to support the college’s efforts to achieve its goals.

As a result of the college’s assessment of its strategic planning and in response to the specific recommendations in the visiting team’s report, the college has restructured its strategic planning process and reorganized its goals and strategies into a [strategic plan](#).⁶ Moreover, the college has amended its [Strategic Planning Constitution and Bylaws](#) to reflect the restructured strategic planning process and the Strategic Plan.⁷ In formalizing the Strategic Plan, the college converted its strategic initiatives for planning and resource allocation. It did this by reframing and incorporating the Strategic Initiatives for 2008-2009 and for 2009-2010 into the Strategies section of the Strategic Plan 2009-2014. For example, in the process of developing the strategies for College Goal #1, the Strategic Planning Task Force converted several strategic initiatives into the final Strategic Plan.⁸ The Task Force converted the initiatives to other strategies as well.⁹

In addition, as the visiting team recommended in its October 2009 visit, the Riverside City College Strategic Plan 2009-2014 now distinguishes strategic functions from operational functions. The visiting team acknowledged that “operational planning is occurring,” but it also recommended that the college needed “agreed upon long-term institutional goals”—that is, strategic goals that focus, as the team suggested, on the “big picture.” The Strategic Plan uses the College Mission Statement to derive the college goals. In turn, the college goals are utilized to develop the strategies which give rise to action plans. Disaggregated data was utilized to establish the baseline and to inform the action plans. Specifically, each of the Strategic Planning Leadership Councils has developed action plans to make progress towards meeting the long-range college goals. These action plans, which the visiting team

recommended that the college develop, have “appropriate benchmarks to measure institutional progress” and to assess the effectiveness of the college as it works to advance its goals and to support its mission. The action plans identify the specific activities, the responsible parties, the timelines for implementation, the indicators, the outcomes measures/benchmarks, and the resources needed for implementation. Additionally, the college, in an effort to disseminate specific strategic planning activities, has posted the actions plans for 2009-2010 and for 2010-2011 on its [Strategic Planning website](#).¹⁰

At its [Strategic Planning Council Retreat \(May 28, 2010\)](#), the college, assisted by the district’s Institutional Research, discussed and recommended [Key Performance Indicators](#) (KPIs) be used as the primary means to measure the college’s progress towards meeting its goals. These KPIs parallel the required reporting data submitted to the state chancellor’s office by each of the community colleges in the state. Also, each of the specific performance indicators developed in the action plans by the college’s Strategic Planning Leadership Councils supports and measures the college’s progress not only in improving its KPIs, but also in fulfilling its college goals.¹¹

The college uses its [planning calendar](#) to implement the planning process.¹² However, while the planning has continued, the college has changed the labels or names for certain essential components of the process. As an example, the annual program reviews of the college are now called “Unit Plans” to distinguish the annual review process from the comprehensive program-review process, which occurs at the discipline level, across the district, for the instructional units every four years. (The unit plans completed each year for career-technical programs (CTE) fulfill the state-mandated assessment of CTE programs.) Although a district-wide process, comprehensive program reviews include the discipline needs and status for each college.

The Unit Plan Review Committees, its members appointed as specified in the Strategic Planning Bylaws, review and prioritize the requests submitted by each unit of the college (academic departments, administrative offices, student services, facilities, etc.). The prioritized requests from the Unit Plans and from the Comprehensive Program Reviews serve as strategic inputs to the Strategic Planning Leadership Councils, whose charges also include the development and revision of the various long-term planning documents—including the Educational Master Plan; the Facilities Master Plan; the Mid-Range Financial Plan; and the Technology Master Plan.

The college links the strategic planning process with resource allocation as well. For example, the prioritization of faculty positions by the Academic Planning Council, a standing committee of the Academic Senate, and the prioritization of the non-teaching positions by the Human Resources Advisory Group, composed of members of the Resource Development and Administrative Services Leadership Council, have become components of the Mid-Range Financial Plan. Also, the planning for the construction of the new Nursing Science Building, for the new Aquatics Center, and for the Wheelock Gym remodel has all gone through the strategic planning process and demonstrates the implementation of the [Facilities Master Plan](#).¹³ Moreover, because the planning processes involved funding from district resources, the college’s strategic planning process for these projects integrated with and was approved

by the District's Strategic Planning Committee. Another clear example of the college's integrating planning process involves the Student Success Committee, a group from the Academic and Career/Technical Programs and Instructional Support Leadership Council. Working with student equity and basic skills, this group has developed [action plans](#) that integrate the college's mission and goals with specific instructional and support activities.¹⁴ These action plans also align with the State Chancellor's Basic Skills Initiative and best practices. In addition, the plans show the funding mechanisms (basic skills, grants, general funds, etc.) for each activity. Equally important, this group has developed a [Student Success Committee Report Card](#)¹⁵ with core indicators that assess the success of the various activities and that are aligned with the college's key performance indicators.

Evaluation:

The October 2009 visiting team validated completion of the Mission Statement recommendation in its report. It acknowledged that the college has a viable process to review its mission annually and to make the necessary revisions to clarify its broad educational goals and to design programs for the college's students. The college completed its second review cycle of the mission statement during the 2009-2010 academic year and, as a result of this ongoing process, made minor revisions. In addition, the college has included queries in support of the mission statement on prioritization rubrics, on comprehensive program review documents, and on unit plan documents to insure that the distribution and [allocation of resources](#) align with the mission of the college.¹⁶

The district administrative [organizational structure](#) more clearly clarifies the administrative responsibilities at the district offices and at the three colleges.¹⁷ As part of this reorganization and in response to the comments by the visiting team, district personnel no longer sit as permanent or voting members of Riverside City College's committees. They provide information or data and serve as resource personnel for the college. In addition to the administrative reorganization, the college has developed a [Mid-Range Financial Plan](#), to complement its [Facilities Master Plan](#) and its [Educational Master Plan](#). Moreover, during the 2009-2010 academic year, the college completed its [Technology Master Plan](#). As part of the implementation of the new Technology Master Plan, the college began a complete audit of its technological resources and through the Technology Advisory Group (formerly the Technology Advisory Council) it completed a survey of technological needs.¹⁸ All of these plans support the college's mission and provide input into the college's Strategic Plan. These plans more completely clarify the human and financial resources allocations and separate the college's planning activities from the district's and operational planning from strategic planning.¹⁹

Riverside City College has formalized its Strategic Plan through a process which included assessing and restructuring its strategic planning process and compressing its strategic planning committee structure from nine committees to four councils. During the restructuring process, the college continued its planning processes while it reorganized and implemented the approval process for its strategic plan. In essence the restructured and formalized plan has incorporated the strategic initiatives developed for 2008-2009, the initiatives for 2009-2010, and the planning processes for 2010-2011 into the revised Strategic

Plan 2009-2014 that identifies specific [college goals](#) which are aligned with the district's goals.²⁰

An internal evaluation of the college's strategic initiatives and the Commission's report drove the reorganization of the college's planning processes. For example, after evaluating the initial strategic planning committee structure and after recognizing that several of the sub-committees, in particular the Physical Resources Sub-Committee, all dealt with college resources, the college compressed nine strategic planning committees into four councils, one of which combined physical resources, financial resources, human resources, and technological resources into the Resource Development and Administrative Services Council. By addressing each of the specific recommendations from the Commission and assessing the effectiveness of its processes, the college now has a unified strategic plan, clearly defined strategies for implementing its goals, and appropriate disaggregated data to evaluate the effectiveness of college initiatives.

As the Leadership Councils developed their [action plans](#), they used disaggregated data to drive their planning processes and to indicate the strategic direction that the college has elected to pursue.²¹ They also discussed benchmarks and specific ways to measure the progress. Developing the action plans and identifying the benchmarks was a lengthy, but thorough process extending over a few months. Nevertheless, the councils have completed actions plans for 2009-2010 and for 2010-2011. This exercise in the use of data to develop action plans has helped the college to establish and to identify its Key Performance Indicators and to craft its [annual assessment Report Card](#).²²

The college has implemented its strategic planning process. An additional component to that planning process has been the incorporation of the Unit-Plan Review Committees. After the committee membership was confirmed in September 2010, the committees began their review of the unit plans for 2009-2010. Further, in an effort to make the process even more effective, the college revised its planning calendar.²³ Now the Unit Plan Review committees will complete their work at the beginning of the Fall semester rather than at the end of the Spring semester as was done in past years. However, to ensure that the planning process continued uninterrupted during the strategic planning approval process, the Unit Plans for 2008-2009, previously known as the Annual Program Reviews, were prioritized by the sub-committees of the various leadership councils as it had been done before the college restructured its strategic plan. For example, equipment requests have been prioritized by the Technology Advisory Group; staff requests have been prioritized by the Human Resources Advisory Group; and facilities requests have been prioritized by the Physical Resources Advisory Group of the Resource Development and Administrative Services Leadership Council. These prioritizations have been incorporated into the Mid-Range Financial Plan. Another clear example of the college's implementation of the strategic planning process involves the work of the Student Success Committee. The Student Success Committee issues its own [Report Card](#) and develops [action plans](#) to demonstrate an integrated planning process that clearly links the college mission and goals with specific activities and services and the allocation of financial resources.²⁴ During the approval process of the restructured strategic plan, the college had a number of strategic planning accomplishments for 2009-2010. At its

[annual retreat on May 28, 2010](#), the Strategic Planning Council reviewed these [accomplishments](#).²⁵

The college has reorganized and restructured its strategic planning process during the 2009-2010 academic year and has begun a formal assessment of that process. The college assessed the decision-making and planning processes through an [online effectiveness survey](#) in fall 2010.²⁶ More important, the college completed a de facto assessment of its strategic planning processes as it formalized and implemented its Strategic Plan 2009-2014. The results of these assessment efforts have and are being discussed by the councils and are used to inform the strategic planning processes. The College President has met with various constituencies to discuss accreditation and strategic planning and has sent a memorandum to the Strategic Planning Council and the college community noting resource allocations that have been made based on the planning process.²⁷ Both the Follow-up Report and the Strategic Plan Report Card 2009-2010 are posted to the college's Accreditation Website and were electronically transmitted to the college's faculty and staff.

Planning Agenda:

- The Institutional Effectiveness Leadership Council will conduct the mission statement review process each academic year.
- Riverside City College and the district will continue to implement its reorganized administrative structure during the 2010-2011 academic year.
- Riverside City College will continue to assess and to modify, as needed, its strategic planning processes.
- The Unit-Plan Review Committees will prioritize the requests in the 2009-2010 unit plans.
- The college will update its Mid-Range Financial Plan.
- The Leadership Councils will advance their action plans.

Concluding Remarks

Even though the leadership of the district and of Riverside City College has undergone significant change in the last few years, the college continues, as it has for the past 94 years, to serve the students of the community. The college remains a vibrant institution that provides a quality education and services for its students. The Accreditation Steering Committee and the Strategic Planning Executive Council have provided continuity and guidance to ensure that strategic planning functions well and that the college demonstrates “complete resolution” of the recommendations made by the Commission. More important, the planning at the college continues to focus on student success.

List of Supporting Documents and References

- ¹ A list of the members of the Strategic Planning Task Force.
- ² Minutes from the August 17, 2010 Board of Trustees meeting for final approval.
- ³ Board of Trustees Resolution 55-09/10.
- ⁴ Approved administrative reorganization, May 18, 2010.
- ⁵ Board of Trustees meeting May 18, 2010.
- ⁶ Riverside City College's Strategic Plan.
- ⁷ Riverside City College's Strategic Plan Constitution and Bylaws.
- ⁸ Working notes from the Strategic Planning Task Force on College Goal #1.
- ⁹ Minutes of the Strategic Planning Task Force, April 22, 2010.
- ¹⁰ Action plans at the Strategic Planning website.
- ¹¹ Review the minutes from the Strategic Planning Council Annual Retreat on May 28, 2010, and PowerPoint by Institutional Research for Performance Indicators and the college's Report Card.
- ¹² College's planning calendar.
- ¹³ Facilities Master Plan.
- ¹⁴ Action plans.
- ¹⁵ Student Success Committee Report Card Action plans.
- ¹⁶ Mid-Range Financial Plan as an example. Also, review the prioritization processes used by the Unit Plan Review Committees.
- ¹⁷ RCCD Function Map
- ¹⁸ Results of the Technology Advisory Group survey.
- ¹⁹ Riverside City College's Educational Master Plan, the Facilities Master Plan, the Mid-Range Financial Plan, and the Technology Plan in the supporting documents.
- ²⁰ Riverside City College Strategic Plan, particularly the college goals.
- ²¹ Review the Action Plans from the four Strategic Planning Leadership Councils.
- ²² Review Riverside City College's Annual Assessment Report Card.
- ²³ Review the prioritizations submitted by the various Leadership Councils.
- ²⁴ Student Success Committee Report Card and action plans.
- ²⁵ Review the minutes of the May 28, 2010, Strategic Planning Council Annual Retreat for a list of the strategic planning accomplishments for 2009-2010.
- ²⁶ Results of the online Survey of the Strategic Planning Process.
- ²⁷ Notices of open forums, podcasts, faculty, staff and student meetings with the President and President's memorandum on accreditation and strategic planning.