



**Shasta College**

# **Accreditation Follow-Up Report**

*Submitted by:*

**Shasta-Tehama-Trinity  
Joint Community College District**  
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*To:*

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

**October 15, 2013**

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## Accreditation Follow-Up Report Certification Page

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

From: Mr. Joe Wyse  
Shasta-Tehama-Trinity Joint Community College District  
Shasta College  
11555 Old Oregon Trail  
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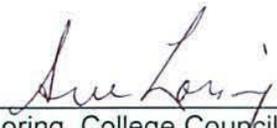
This Follow-Up Report is submitted to the ACCJC as a requirement for the institution's accreditation. We certify that there was broad participation by the campus community and believe this report accurately reflects the nature and substance of this institution.

**Signed:**

  
\_\_\_\_\_  
Joe Wyse, Superintendent/President

  
\_\_\_\_\_  
Duane Miller representing the Board of Trustees

  
\_\_\_\_\_  
Jennifer McCandless, President, Academic Senate

  
\_\_\_\_\_  
Sue Loring, College Council Co-Chair

  
\_\_\_\_\_  
Meredith Randall, College Council Co-Chair

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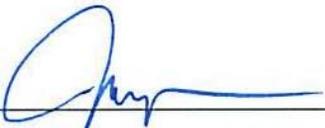
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## Statement on Report Preparation

In the spirit of participatory governance, this report was initially drafted by the Accreditation Liaison Officer, then disseminated to the entire College community in September 2013. In the same month, it was brought to College Council, the Academic Senate, the Management Group, and the President's Cabinet for input. As the signatures above indicate, this report was reviewed and accepted by the Academic Senate and College Council. The Follow-Up Report was officially approved by the Board of Trustees on October 9, 2013.

This report tracks the creation and dissemination of the Participatory Governance Manual, from the campus survey in fall 2012 and subsequent campus-wide dialogue about the decision-making process, to the distribution and posting of the manual in September 2013. It traces the manual's evolution and review by various constituent groups. Finally, it provides reasons why the manual will be sustainable and integrated into the life of the College.

I also verify that the Eligibility Requirements, Accreditation Standards and Commission policies are currently met by the College.

  
\_\_\_\_\_  
Joe Wyse, Superintendent/President

10-10-13  
\_\_\_\_\_  
Date

# Response to the Commission Action Letter

## RECOMMENDATION # 4

*The college should undertake a review of its governance committee structure and functions and communicate to all college constituents the results of this review.*

### **A. Overview of Progress on Recommendation**

<b>Progress as of October 2012</b>	<b>Accomplishments as of October 2013</b>
<ul style="list-style-type: none"><li>• Recognition of need to clarify committee structure at College Council in July 2011</li><li>• Review of governance structure incorporated into 2012-2015 Strategic Plan</li><li>• Climate survey conducted in August 2012 and results reported to College Council</li><li>• Results of climate survey reported District-wide in October 2012</li><li>• Examples of decision-making manuals from other colleges identified</li><li>• Task force appointed by College Council to review governance structure and propose revisions</li><li>• Planning documents centralized on website under Accreditation</li></ul>	<ul style="list-style-type: none"><li>• Oversight of development of Participatory Governance Manual assigned to VP of Student Services</li><li>• Task force appointed by College Council to draft decision-making structure in October 2012</li><li>• Manual sent to all College employees for input in March and April 2013</li><li>• Manual approved by College Council and accepted by Academic Senate in May 2013</li><li>• Manual presented to the Board of Trustees in June 2013</li><li>• Manual disseminated District-wide in September 2013</li></ul>

### **B. College Response to Recommendation #4**

#### **Introduction**

The final issue identified by the 2010 visiting team was lack of clarity in the governance committee structure and decision-making process. As noted in the team report, “it is difficult to determine how the various groups are aligned, and how decisions are ultimately made” (p. 49). Furthermore, “[i]t was clear to the team that most employee groups have a limited understanding and awareness of participatory governance and the role they play in decision-making” (p. 51). While the College had posted descriptions and by-laws of many of its

committees, it did not have a clear reporting structure or a manual that described the roles of various committees. As a result of the creation of the Integrated Planning Manual, the roles of several committees, particularly College Council, were clarified, and the final step was to develop a Participatory Governance Manual that would be given to all employees and followed when making participatory governance decisions at the College.

On November 8, 2012, the Follow-Up Visit took place at the College. The team heard testimony from several employees about the progress on the participatory governance manual and viewed the results of the climate survey, noting in its subsequent report that:

*[t]he college has taken initial steps toward addressing Recommendation #4, based upon documentation of improvements in the college's governance committee structure, an increase in the number of well-informed faculty and staff, and a general observation of satisfaction among the college constituencies that institutional planning and participatory governance processes are working. [\(Ex. 1\)](#)*

On February 11, 2013, Shasta College received an action letter from the ACCJC that removed the College from Probation and reaffirmed accreditation. As part of that letter, the Commission requested that the College prepare a Follow-Up Report demonstrating full resolution of Recommendation #4 from the Commission Action Letter dated February 1, 2012:

*In order to improve upon the integrated institutional planning and participatory governance processes, the college should undertake a review of its governance committee structure and functions and communicate to all college constituents the results of this review. [\(Ex. 2\)](#)*

## **History of Governance Committee Structure Review and Communication of Results**

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Based on the results of a comprehensive Faculty and Staff Survey conducted in November and December 2010, the College realized that knowledge about and confidence in its governance committee structure were deficient [\(Ex. 3\)](#). The first step to remedy this issue was the creation of the Integrated Planning Manual, which described the roles of different governance committees and the processes for planning and resource allocation. In the manual, the College Council, Instructional Council, Administrative Services Council and Student Services Council have clearly defined roles and responsibilities [\(Ex. 4\)](#).

In order to guide review of the governance structure, an Institutional Objective was included in the 2012-2015 Strategic Plan which states: *Evaluate and document the participatory governance structure.* The Responsible Administrator for this Objective is the Superintendent/President; the three Activities are (1) to evaluate and revise the structure and decision-making processes; (2) create a decision-making handbook; and (3) educate the College community [\(Ex. 5\)](#).

To begin work on this Institutional Objective, a Faculty and Staff Survey was administered in September 2012 to determine whether the issues highlighted in 2010 still existed. The survey

was substantially the same as the survey administered in fall 2010. Over the course of about two weeks, 333 employees completed the survey (comparable to 2010, when 307 employees completed the survey), representing all constituencies of the College. The results of the survey were reported to College Council on September 11, 2012 ([Ex. 6](#)), and were made available to the entire College community by posting them on the Planning Documents page of the College website ([Ex.7](#)).

College Council reviewed the results of this survey with the following observation: Overall, respondents expressed more confidence in and optimism about the planning and governance processes at the College than in 2010. A greater number reported awareness of the mission statement, strategic plan, and participatory planning, which is likely a result of increased efforts in communication during the development of the Educational Master Plan, 2012-15 Strategic Plan, and the Integrated Planning Manual over the past year.

In particular:

- 96% are aware of the mission statement, compared to 86% in 2010;
- 91% are aware of the strategic plan, compared to 69% in 2010;
- 83% are aware of the participatory planning process, compared to 65% in 2010;
- 83% agree that Shasta College encourages discussion and communication throughout the College community, compared to 54% in 2010;
- 75% are satisfied with their opportunities to participate in key institutional decisions, compared to 50% in 2010;
- 84% believe that the planning cycle is complete and comprehensive, compared to 51% in 2010; and
- 89% believe that instructional planning results in continuous improvement, compared to 68% in 2010.

Some of the results from the 2010 survey that the visiting team had mentioned as problematic had improved substantially by the time that the 2012 survey was administered. For example, while only 36% of classified staff felt they had a voice in participatory planning in 2010, 71% felt they had a voice in 2012 (along with 72% of full-time faculty). In answer to a question about feeling “empowered to actively participate in creating and implementing innovation,” the percentage of full-time faculty who agreed rose from 41% in 2010 to 74% in 2012 while the percentage of adjunct faculty increased from 43% to 77%. Full-time faculty also agreed in greater numbers in 2012 that they had an equitable role in “governing, planning, budgeting and policy-making bodies” – 66% compared to 38% in 2010. Answers in the 2010 survey indicated confidence that the new Superintendent/President would provide more transparent and effective decision-making, an expectation that was confirmed by the 2012 results ([Ex. 8](#)).

After College Council reviewed the survey results in October, oversight of the preparation of a participatory governance manual was assigned to the Vice President of Student Services ([Ex. 9](#)). He reported to College Council that some models of committee structures at other colleges had been examined, and College Council assigned a subcommittee of the Vice President of Student Services, a faculty member and a classified staff member to draft an initial diagram of

the governance structure for the next College Council meeting. That initial diagram came back to College Council on October 9, 2012, at which time the Council members suggested some improvements and questions to consider. A few more members were also appointed to the subcommittee. [\(Ex. 10\)](#)

As the Superintendent/President represented to the Commission in January 2013, the College intended to complete a participatory governance manual in Spring 2013. Work continued through Spring 2013, with progress reports to College Council on January 29, 2013 [\(Ex. 11\)](#), and February 26, 2013 [\(Ex. 12\)](#). At the February meeting, a timeline for completion was presented. Along the way, various pieces were added to the manual, such as an overview of decision making, organizational charts and pertinent Board policies and procedures. In March and April, versions were disseminated throughout the College for feedback [\(Ex. 13\)](#).

On April 22, an official draft was presented to the Academic Senate, which reviewed it and made suggestions for changes [\(Ex. 14\)](#). The draft, with changes incorporated, was approved by the Senate at its meeting on May 13, 2013, with the addition of relevant policies and procedures as an Appendix [\(Ex. 15\)](#). On May 21, College Council approved the final draft [\(Ex. 16\)](#), which was presented to the Board of Trustees on June 12 as an information item [\(Ex. 17\)](#).

In order to inform the entire college community about the manual, the Superintendent/President included it in his Flex Day presentation [\(Ex. 18\)](#) and it was posted on the Planning Documents web page under "About SC." In addition, 375 hard copies were produced and distributed to college employees on September 13, 2013.

Institutional Objective 4.3 in the 2012-2015 Strategic Plan is to "[e]valuate and document the participatory governance structure," including educating the College about the process. To meet this objective, the College is making a concerted effort to integrate use of the Participatory Governance Manual into its decision-making and planning processes, just as it has with the Integrated Planning Manual. As stated on page 5 of the Participatory Governance Manual, College Council will be responsible in collaboration with the Superintendent/President for recommending revisions of the manual, thus ensuring periodic review and improvement.

### **C. Conclusion**

The Shasta-Tehama-Trinity Joint Community College District has fulfilled Recommendation #4. Input was received from the College community in fall 2012 about their understanding of and their opinion of the governance structure's effectiveness, and College Council communicated the results of the review. The 2012-2015 Strategic Plan explicitly includes activities to ensure that the next step of making improvements to the governance process occurred. A Participatory Governance Manual has been completed using campus-wide dialogue and review, and has been distributed throughout the District. Based on these actions taken to review the governance structure and communicate results to the College community, Shasta College has fully addressed the concerns expressed in Recommendation #4.

# Brief Update on Integrated Planning at the College

## Introduction

In addition to Recommendation #4, the College received three other recommendations related to its integrated planning process in the February 2012 Commission Action Letter. This page is intended to briefly update the Commission on the College's continuing efforts to ensure that its planning process is integrated, systematic, comprehensive and inclusive of evaluation, resource allocation and re-evaluation. Prior reports addressed the way in which Shasta College has addressed integrated planning, and since the last Follow-Up Report in October 2012, the College has continued to improve its planning efforts through evaluation and inclusive dialogue among constituent groups.

## Continued Improvement Process

The College completed one full planning cycle in May 2013 and had received informal feedback indicating the advisability of making some improvements before the next cycle. Shasta College's main participatory governance committee, College Council, solicited District-wide input through a survey to the entire campus community in May of 2013 ([Ex. 19](#)). The survey results were compiled and reviewed by College Council on May 21, 2013 ([Ex. 20](#)). Over the summer, the Superintendent/President held a management retreat (on July 22, 2013) at which the main task was to review the survey results and make suggested changes to the Integrated Planning Manual to ensure sustainable continuous quality improvement was being made to the College's integrated planning cycle. The suggested improvements focused on three steps in the Integrated Planning Cycle: (1) the creation of the Annual Area Plans and Program Reviews; (2) the process of taking the initiatives from these plans and creating a Prioritized College-wide Annual Action Plan; and (3) the Resource Allocation process. These suggestions were brought to College Council on August 22, 2013 for additional input and discussion ([Ex. 21](#)). Suggestions were incorporated into the proposed changes, and subsequently approved at the September 3, 2013 College Council meeting ([Ex. 22](#)). These changes should improve the annual planning process for the current year.

The approved changes were incorporated into a 2013 Supplement to the Integrated Planning Manual. This supplement ([Ex. 23](#)) was posted online and distributed in hard copy to the College faculty, staff, and administration in September. The Board of Trustees was given the supplement as part of the Superintendent/President's standing report on September 11, 2013 ([Ex. 24](#)).

## Next Steps

These changes demonstrating sustainable continuous quality improvement will be implemented District-wide for the 2013-14 annual planning cycle. College Council, as outlined in the Integrated Planning Manual, will assess the entire annual planning cycle more comprehensively during the 2013-14 year ([Ex. 25](#)).

## List of Supporting Evidence

Exhibit #	Document Name
<a href="#"><u>01</u></a>	Accreditation Follow-Up Visit Report dated November 26, 2012
<a href="#"><u>02</u></a>	Accreditation Reaffirmation Letter dated February 11, 2013
<a href="#"><u>03</u></a>	2010 Faculty and Staff Survey Agreement Report
<a href="#"><u>04</u></a>	Shasta-Tehama-Trinity JCCD Integrated Planning Manual
<a href="#"><u>05</u></a>	2012-2015 Strategic Plan
<a href="#"><u>06</u></a>	College Council Meeting Minutes dated September 11, 2012
<a href="#"><u>07</u></a>	Planning Documents Web Page and Fall 2012 Faculty & Staff Climate Survey
<a href="#"><u>08</u></a>	2010 and 2012 Faculty/Staff Survey Results Comparison
<a href="#"><u>09</u></a>	College Council Meeting Minutes dated October 2, 2012
<a href="#"><u>10</u></a>	College Council Meeting Minutes dated October 9, 2012
<a href="#"><u>11</u></a>	College Council Meeting Minutes dated January 29, 2013
<a href="#"><u>12</u></a>	College Council Meeting Minutes dated February 26, 2013
<a href="#"><u>13</u></a>	March 15, 2013 Email Distributing Draft Participatory Governance Manual
<a href="#"><u>14</u></a>	Academic Senate Meeting Minutes dated April 22, 2013
<a href="#"><u>15</u></a>	Academic Senate Meeting Minutes dated May 13, 2013
<a href="#"><u>16</u></a>	College Council Meeting Minutes dated May 21, 2013 (re: PGM)
<a href="#"><u>17</u></a>	Board Meeting Minutes dated June 12, 2013 and Participatory Governance Manual for the Shasta-Tehama-Trinity JCCD
<a href="#"><u>18</u></a>	Fall 2013 FLEX Day State of the College Address
<a href="#"><u>19</u></a>	Integrated Planning Process Email and Survey dated May 8, 2013
<a href="#"><u>20</u></a>	College Council Meeting Minutes dated May 21, 2013 (re: Integrated Planning)
<a href="#"><u>21</u></a>	College Council Meeting Minutes dated August 22, 2013
<a href="#"><u>22</u></a>	College Council Meeting Minutes dated September 3, 2013
<a href="#"><u>23</u></a>	Planning Documents Web Page and 2013 Supplement to the Integrated Planning Manual
<a href="#"><u>24</u></a>	Board Meeting Minutes dated September 11, 2013
<a href="#"><u>25</u></a>	Shasta-Tehama-Trinity JCCD Integrated Planning Manual (re: Annual Planning Cycle Assessment)