



Fresno City College

FOLLOW-UP REPORT TO ACCREDITATION RECOMMENDATIONS

Submitted by:

Fresno City College
1101 E. University Avenue
Fresno, California 93741

To:

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

October 15, 2013

Certification of the Follow-Up Report

Date: October 15, 2013

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

From: Anthony Cantú
Fresno City College
1101 East University Avenue
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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 the nature and substance of this institution.

Signed

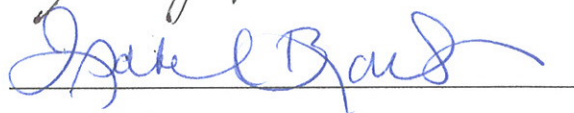
Deborah G. Blue, Ph.D.
Chancellor



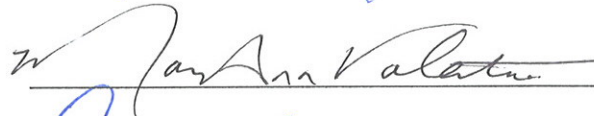
Anthony Cantú
President



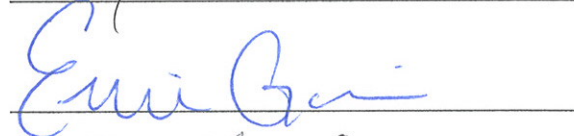
Isabel Barreras
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President, Classified Senate



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President, Associated Student Government



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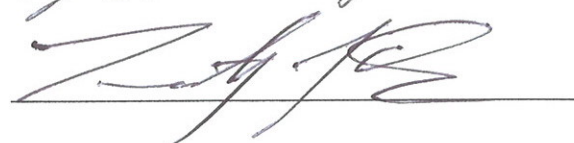
By David Manyant


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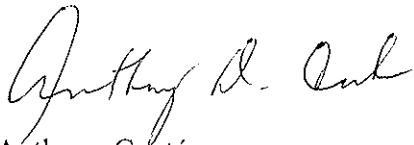
Report Preparation

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. George Railey. Dr. Railey 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, August, and September of 2013 to collect evidence and write the narrative addressing the concerns of the district recommendation.

The college's constituent groups, Academic Senate, Associated Student Government, and the Classified Senate, reviewed the draft response of District Recommendation #1 and provided input to the districtwide Accreditation Response Team. The Strategic Planning Council provided input electronically before final Board approval on October 10, 2013.



Anthony Cantú
President, Fresno City College

Responses to Team and Commission Recommendations

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.1, I.B.2, I.B.3, I.B.4, I.B.6, I.B.7, III.A.2, III.A.6, III.B.1.a, III.B.2.b, III.C.2, III.D.1, IV.A.5, IV.B.3.a, IV.B.3.c)

Response to District Recommendation #1

Introduction

Districtwide coordination and planning continues to be at the forefront of State Center Community College District’s strategic planning efforts. The districtwide governance process provides the framework for the ongoing integrated planning that has occurred and continues to address each of the areas listed in the Commission’s recommendation. Ultimately, the alignment of districtwide planning efforts achieves an integrated, system approach to planning that will continue to serve the State Center Community College District (SCCCD) community and its students (700).

Several taskforces are in place and committees have been formalized to support integrated planning and facilitate districtwide dialogue. Others have been added including the Districtwide Enrollment Management Committee, the District Decision Making Taskforce, the Integrated Planning Workgroup (a subcommittee of the District Strategic Planning Committee (DSPC), and the Districtwide Grants Process Workgroup.

The Enrollment Management Committee was developed in spring 2013. The committee’s charges include defining enrollment management, assessing and recommending districtwide policies and procedures affecting enrollment management, and developing a districtwide strategic enrollment management plan guided by the district strategic plan in order to support student success. The charge and membership of the committee was reviewed and approved by Chancellor’s Cabinet on May 20, 2013 and will be vetted by constituent groups fall 2013 (701-706, 812). The first meeting was held September 10, 2013 (822).

The District Decision Making Taskforce (DDMT) began meeting in fall 2012 and was charged with developing a draft Decision Making Resource Manual (712-716, 727, 768). Upon completion of the manual, DDMT will dissolve and Communications Council will conduct an annual review of the manual. The manual describes how district decisions are made with the intent of improving communication and trust districtwide. The manual is currently being reviewed by Chancellor's Cabinet and is scheduled to go to Communications Council and all constituent groups for recommendations in fall 2013 (799-804).

District Strategic Plan

The 2012-2016 State Center Community College District (SCCCD) Strategic Plan (717) was adopted by the Board of Trustees in July 2012 and has been implemented. In accordance with the SCCCDD Strategic Plan Timeline, the colleges and centers updated campus level plans for a 2013-2017 cycle (705, 719, 747). The updated plans were presented and approved by the Board of Trustees at the July 2, 2013 Board of Trustees meeting (720-723).

The 2012-2013 Integrated Planning Model and 2012-2013 Integrated Planning Manual was approved by Chancellor's Cabinet on August 26, 2013. It was presented at Communications Council on August 27, 2013 and the Board of Trustees on October 10, 2013 to provide a status update. It will go to the Board of Trustees for a first reading on November 7, 2013 and for a second reading and action on December 10, 2013. Once approved, the model and manual will guide districtwide integrated planning, allocation of resources for planning initiatives, and evaluation of planning processes. In addition to an annual review, the manual will be updated every four years in coordination with the district strategic planning cycle (704, 712, 724-726, 746, 797). The development and review of the manual is under the leadership of the District Strategic Planning Committee (DSPC), whose membership reflects all constituent groups across the colleges, centers and the District Office.

The 2012-2016 Strategic Plan Objectives Matrix was developed in spring 2012 by the DSPC to be utilized at the district and campus levels. Prior to implementation, it was reviewed and revised by members of Chancellor's Cabinet and districtwide institutional research offices. To ensure accountability, the matrix identifies action steps, baseline and success measures, timelines for implementation, and responsible parties for each strategic goal and objective. Chancellor's Cabinet approved the matrix in October 2012 (705, 727-728, 747, 797).

A 2013-2014 Decision Package provided funding for the Society for College and University Planning (SCUP) to train and certify districtwide leaders in integrated planning (730). Thirty-three faculty, staff, and administrators who are actively engaged in district and campus-level planning were selected to participate in the SCUP Planning Institute. The SCUP Institute Steps I and II was held in spring 2013, and the SCUP Institute Step III is scheduled for October 10-11, 2013 (714, 731-734). Upon completion of the three-step planning institute in fall 2013, the 33 participants will receive SCUP certification in integrated planning.

To facilitate continual improvement and planning, the District Office began participating in District Office Administrative Services Unit Review (ASUR). The purpose of the centralized services program review is to assess all District Office units for continual quality improvement. The first cycle of ASUR began in fall 2011, and all district units will participate in a four-year cycle (735-737). The review analyzes progress and sets unit goals toward established standards, achieving the SCCC mission, and supporting district goals and objectives.

As a result of ASUR, in fall 2012 all district units began to develop annual operational plans that connect planning priorities to budget allocation. This process ensures annual planning for all units in order to effectively tie resource allocation to planning priorities as appropriate. The result is an ongoing, transparent planning process to facilitate the District Office meeting its unit and organizational goals (798).

A districtwide ASUR response team recommended that a Districtwide Grants Process Task Force be established to develop a districtwide process for initiating grant applications (707-708). The Notice of Intent to Apply (NOI) process was developed as a result of input from faculty and the Vice President's Council, which includes representatives from instruction, student services, and campus business operations (709-712). In addition, the NOI process will identify how grant outcomes will meet college and district strategic goals. This process was reviewed by Chancellor's Cabinet on September 9, 2013 (805-806) and was approved by Chancellor's Cabinet on September 30, 2013 (729).

To continue districtwide communication, The Linkage Report highlights progress toward integrated planning. The report also connects readers to referenced documents and relevant committee minutes including Chancellor's Cabinet, Communications Council (which is comprised of leadership from all constituent groups districtwide), and the Board of Trustees. The report was published through fall 2012 and is being redesigned as a quarterly report beginning fall 2013 (738).

The vice chancellor of educational services and institutional effectiveness presented a timeline and plan for the second Strategic Conversation to the Board of Trustees on January 8, 2013 (739-743). A Strategic Conversation is an informal but structured dialogue with the Board of Trustees and their internal stakeholders on a strategic or policy issue and has been utilized by some community colleges on a state and national level. The Strategic Conversation was held on March 5, 2013 (810-811) at Reedley College to facilitate discussion among the Board of Trustees and internal constituents on student success. Representatives from all constituent groups, including students, were invited to participate (744). The recommendations that emerged from the Strategic Conversation will be considered by the District Strategic Planning Committee as it reviews the district's Strategic Plan. An evaluation of the Strategic Conversation indicates that it was an effective means of gathering input for planning purposes (745). The district has extended this process to include planning outcomes and has effectively connected a Strategic Conversation to other district planning processes, including the district's 2012-2016 Strategic Plan (717).

Facilities

The Districtwide Facilities Planning Committee is comprised of districtwide membership from all constituent groups and continues to meet monthly to support districtwide planning. Topics have included the committee's operating agreement, technology infrastructure upgrades, the role of the campus facility plans, and the Facilities Master Plan. Discussion of the Master Plan included the prioritization of campus projects for future development (748). The committee will continue to meet per its schedule.

State Center Community College District (SCCCD) engaged the Counselors of Real Estate (CRE) and the CRE Consulting Corps, which is comprised exclusively of leaders in the field of real property advisory services, otherwise known as "real estate counseling." The focus of the CRE members' visit on September 16-17, 2013 was to develop a strategic action plan to guide property development issues facing the SCCC. A primary goal was to develop an attainable and sustainable vision for leveraging real property assets to achieve our organizational mission.

The CRE Consulting Corps team will provide a fresh set of eyes to analyze and validate recommendations already under consideration, address the pros and cons of each option, and as appropriate, provide alternative recommendations. The CRE Consulting Corps will assist SCCC in the development of an attainable vision for each college asset described herein with specific action steps to achieve that vision. The team will provide a road map outlining the sequence of appropriate action steps to successfully implement the strategic action plan. The team's review included site visits to the District Office, District Office North, Fresno City College, Willow International, Madera Center, Career and Technology Center (CTC), Reedley College, and the Southeast Center. The team's work included a two-day orientation and tour of the properties followed by interviews, data collection and analysis, subsequent site and market inspections, and thorough project evaluation culminating in a presentation to the Board of Trustees on September 17, 2013. A written report will be submitted within 60-75 days following the presentation to the Board of Trustees.

Technology

The Technology Task Force charge and membership was approved by Chancellor's Cabinet on October 1, 2012 (749-750). The task force's charge is to develop and implement a districtwide technology plan to assure that technology planning is integrated with institutional planning. The Technology Task Force met in October 2012 and continued to meet through the spring 2013. A small working group also continued to meet through summer 2013 (751-753). During that time, the task force developed a proposed Districtwide Technology Committee operating agreement with constituency representation and districtwide Technology Plan writing teams (754). The initial draft of the Districtwide Technology Committee operating agreement was submitted to campus constituent groups for review and feedback. Constituent group input was reviewed by the Technology Task Force, and modifications to the draft Districtwide Technology Committee operating agreement and membership were made. The draft was resubmitted to constituent groups for feedback in May 2013, and a revised operating agreement will be developed and the committee will be implemented in fall 2013. The committee will continue the work of the task force in

developing the draft Districtwide Technology Plan. The draft Districtwide Technology Plan will be submitted to Chancellor's Cabinet in December 2013 (755) and to Communications Council in January 2014 so that all constituency groups can review and provide recommendations for the final draft. It is scheduled for a first reading March 4, 2014 and second reading and approval by the Board of Trustees on April 2, 2014 with implementation to immediately follow approval.

In March 2013, Campus Works conducted a Technology Visioning session with the Board of Trustees, Chancellor's Cabinet, and constituent leaders from the colleges and centers (758, 718). The session assisted in developing a strategic direction to advance districtwide technology to support student success and organizational effectiveness. Campus Works conducted an additional session with management, faculty, staff, and students (758); and finalized their work at a special Board of Trustees meeting on September 17, 2013 (814).

As a result of the Campus Works session, in fall 2013, the technology department and the vice chancellor of educational services and institutional effectiveness led the development of a districtwide action plan. The action plan focuses on analysis of Datatel usage to improve efficiency and functionality of Datatel districtwide (807, 808).

The Office of the Vice Chancellor of Educational Services and Institutional Effectiveness led the annual Districtwide Technology Summit on May 29, 2013 (756). The summit provided technology training for districtwide technology staff and updates on campus level districtwide technology initiatives. Trends in educational technology were also presented by the director of information technology (IT) and academic systems at South Orange Community College District (757). The annual summit will serve as an opportunity for IT training as well as a venue for districtwide dialogue regarding the districtwide Technology Plan.

Organizational Reporting Relationship of Centers

Willow International Community College Center (WICCC) was granted Candidacy status effective March 6, 2013 (759). ACCJC sent a follow-up letter on April 4, 2013 requiring WICCC to "align the Governance Structure of the State Center Community College District to reflect the Center's status" (760). This requirement was met by action taken by the Board of Trustees on June 2, 2013 to change the reporting relationship of the campus president for WICCC to report directly to the chancellor and indirectly to the Reedley College president (720, 761).

In addition to the change in reporting structure, the WICCC Academic Senate was recognized as the 113th member senate by the Executive Committee of the statewide Academic Senate effective September 11, 2012 (762-763). The WICCC Academic Senate developed stand-alone committees with operating agreements for Academic Standards, Curriculum/Articulation, Equivalency, Program Review/SLO, and Flex Day (764-766, 815). The WICCC senate has been meeting twice a month since spring 2012, and the stand-alone committees began meeting fall 2012 (767, 816-821).

Location of Signature Programs

The Signature Programs Task Force is charged with recommending a process to guide the identification, support, and evaluation of new and existing signature programs; to compile a list of the terms required to ensure focused and productive discussions and planning to facilitate the development of a process to identify and assign signature programs districtwide; and to recommend strategies to “showcase” signature programs so as to garner community support and external funding (769). The membership and charge of the Signature Programs Task Force was approved by Chancellor’s Cabinet on October 1, 2012 (749, 751, 752). The Signature Programs Task Force met on December 14, 2012 and discussed the taskforce charge and definition of a signature program (770).

The task force met throughout spring 2013 and increased its membership to provide broader representation (771). A draft signature program definition, delineation criteria utilizing quantitative and qualitative data, and program application process was developed August 2013 (772, 773). The draft was presented to Chancellor’s Cabinet on September 9, 2013 (805-806) and was returned for review on September 23, 2013 and September 30, 2013 (813, 729). It was also presented to Communications Council on October 8, 2013 (823). The constituent groups will provide feedback in an effort to reach mutual agreement to Communications Council by November 2013. The Signature Programs Taskforce will consider the recommendations and submit a revised draft to Communications Council by late November 2013. This draft will be reviewed by constituent groups prior to final review by Communications Council in January 2014 and Chancellor’s Cabinet in February 2014. The document is scheduled to go to the Board of Trustees for final approval in April 2014. Upon approval, the signature program process will be implemented in spring 2014.

Funding Allocation

The vice chancellor of finance and administration held open forums at Fresno City College on October 10, 2012, Willow International Community College Center on October 12, 2012, the District Office on October 17, 2012, Reedley College on October 18, 2012, and the Madera Center on October 26, 2012 to present the draft budget allocation model for feedback and input (774). After the campus forums, Chancellor’s Cabinet, Chancellor’s Workgroup, and the District Resource Allocation Model Taskforce (DRAMT) reviewed the feedback received at the campus forums to provide additional feedback to the vice chancellor of finance and administration for the continuing work of the District Resource Allocation Model Taskforce (703, 775-777).

The District Resource Allocation Model Taskforce (DRAMT) transitioned (778) to the District Budget and Resource Allocation Advisory Committee (DBRAAC). The process started with Communications Council, Chancellor’s Cabinet, and Chancellor’s Workgroup review of the recommendations to the operating agreement from constituent groups at the colleges and centers in December 2012 (700, 779-780). The DBRAAC operating agreement was revised and approved by the DRAMT and forwarded to Chancellor’s Cabinet for final approval on April 1, 2013 (781-783). Chancellor’s Cabinet approved the DBRAAC Operating Agreement and moved forward with

implementation and constituent representation from the campuses (724). In April 2013, constituent representatives from the campuses were appointed to the standing committee (713, 742, 781).

In spring 2013, DRAMT adopted a qualified consensus model to be used as the taskforce transitioned to a standing committee (782). The taskforce has held continuous dialogue of additional factors to be included in the district resource allocation model. During the discussion in spring 2013, the taskforce modified the draft resource allocation model to clarify the impact each additional factor would have on the resource allocation model (777, 784).

The first meeting of the Districtwide Budget and Resource Allocation Advisory Committee (DBRAAC) was held on May 10, 2013. The committee continued discussion of additional factors to be included in the resource allocation model (783, 785). On August 23, 2013, the DBRAAC reviewed and held consensus on a districtwide resource allocation model (809-1). The committee will continue to meet in the fall to review the resource allocation model narrative and forward to Chancellor's Cabinet, Communications Council and constituent groups for review and input. The resource allocation model and narrative will be presented to Board of Trustees in January 2014. The resource allocation model is scheduled to be implemented in the 2014-15 fiscal year.

Human Resources

In October 2012, Chancellor's Cabinet approved the charge of the Human Resources Staffing Plan Taskforce (727, 787). The taskforce was given a charge to engage in districtwide collaboration to make recommendations to Chancellor's Cabinet to ensure sufficient staffing resources are allocated for the effective operations of the colleges, centers, sites, and District Office/centralized services; integrate the college's, centers' and district's human resource staffing plans with other planning processes in the district; and ensure that human resources planning and decision-making processes at each college, center, site and District Office/centralized services align with districtwide human resources planning and resource allocation decisions (787).

The first meeting of the Human Resources Staffing Plan Taskforce was held on November 7, 2012. All constituent groups are represented on the taskforce. An overview of the process, ground rules, and charge were reviewed and discussed (788). In spring 2013, the taskforce reviewed the hiring, approval, and prioritization processes of the colleges, district employee demographic/staffing data, and staffing plans from other colleges to facilitate the development of a districtwide human resources staffing plan (789).

In fall 2013, the Human Resources Staffing Plan Taskforce will develop a draft plan to be reviewed by Chancellor's Cabinet and Communications Council in January 2014. After constituent group review, a final draft will go to Communications Council and Chancellor's Cabinet for approval. It is scheduled to go to the Board of Trustees for approval in July 2014 with implementation to immediately follow approval.

Research Capacity

The District Research Work Group, which is comprised of college and district researchers, met during fall 2012 and spring 2013 and will continue in the fall 2013 as per its schedule (792). The workgroup functions to connect district research services with campus research in order to address districtwide research needs. The workgroup developed the Districtwide Policy and Procedures for Research with Human Subjects at State Center Community College District (793). The policy was approved by Chancellor's Cabinet spring 2013 (706).

The workgroup addressed districtwide research agendas, including the development of a districtwide research methodology for prerequisite validation and districtwide research priorities (794). Chancellor's Cabinet approved the research priorities spring 2013 (795). Chancellor's Cabinet will be discussing the development of the research methodology for prerequisite validation fall 2013.

To increase research capacity, a permanent part-time research assistant was hired August 7, 2013 to meet the Central California Community Colleges Committed to Change (C6) consortia grant research outcomes. The researcher will assist the campuses with research to support student success (796). The research assistant is supervised by the vice chancellor of educational services and institutional effectiveness and is a member of the District Research Work Group.

Conclusion

In accordance with established timelines and through collaborative and ongoing dialogue, district and college plans and planning processes have been developed, aligned, and implemented. The colleges' 2013-2017 strategic plans align with the district's 2012-2016 Strategic Plan and were implemented in fall 2013. Ongoing dialogue has also led to the successful organizational reporting relationship of centers.

Committee structures have been finalized and committees have become operational in strategic planning, facilities, funding allocation, and research capacity. Current taskforces focused on enrollment management, technology, signature programs, and human resources will become operative as standing committees in 2013-2014.

Scheduled evaluation and planning processes are in place to ensure that districtwide dialogue continues, plans are successfully aligned, and processes are effective. These structures are designed to ensure that the district, colleges, and centers maintain a culture of dialogue, long-term planning, systematic cycles of evaluation, and continuous quality improvement.

Evidence for Response to ACCJC District Recommendation #1

700	Chancellor's Cabinet Meeting Minutes 12-03-12
701	Districtwide Enrollment Management Taskforce Charge
702	Districtwide Enrollment Management Taskforce Membership
703	Chancellor's Cabinet Meeting Minutes 11-26-12
704	Chancellor's Cabinet Meeting Minutes 04-17-13
705	Chancellor's Cabinet Meeting Minutes 04-29-13
706	Chancellor's Cabinet Meeting Minutes 05-20-13
707	Grant Process Task Force Members
708	Grant Process Task Force Notes
709	Grant Process Task Force - Initial Grant Proposal Outline
710	Grant Process Task Force - Grant Application Approval and Submittal Process
711	Grant Process Task Force – Notice of Intent to Apply Form
712	Chancellor's Cabinet Meeting Minutes 06-24-13
713	Chancellor's Cabinet Meeting Minutes 05-06-13
714	Chancellor's Cabinet Meeting Minutes 05-13-13
715	District Decision Making Taskforce (DDMT) Charge and Membership
716	2013 Decision Making Resource Manual
717	2012-2016 SCCCCD Strategic Plan
718	Board of Trustee Retreat Agenda; March 22-23, 2013
719	SCCCCD Strategic Plan Timeline
720	Board of Trustees Minutes 07-02-13
721	2013-2017 Fresno City College Strategic Plan
722	2013-2017 Reedley College Strategic Plan
723	2013-2017 Willow International Community College Center Strategic Plan
724	Chancellor's Cabinet Meeting Minutes 04-01-13
725	2012-2013 Integrated Planning Model
726	2012-2013 Integrated Planning Manual
727	Chancellor's Cabinet Meeting Minutes 10-29-12
728	2012-2016 District Strategic Plan Objective Matrix
729	Chancellor's Cabinet Meeting Agenda and Minutes 09-30-13
730	Society for College & University Planning (SCUP) Institute Decision Package
731	Chancellor's Cabinet Workgroup Meeting Summary 12-10-12
732	Chancellor's Cabinet Workgroup Meeting Summary 01-07-13
733	Chancellor's Cabinet Meeting Minutes 12-17-12
734	2013 Society for College & University Planning (SCUP) Conference Sign-In Sheets
735	2012-2013 Administrative Services Unit Annual Operational Plan(s)
736	2012-2013 Administrative Services Unit Review Guide and Report Template
737	Administrative Services Unit Review Timeline
738	The Linkage Reports
739	Board of Trustees Minutes 01-08-13
740	Board of Trustees 2 nd Annual Strategic Conversation Presentation 01-08-13
741	Chancellor's Cabinet Meeting Minutes 01-07-13
742	Chancellor's Cabinet Meeting Minutes 01-14-13

743 Chancellor's Cabinet Meeting Minutes 02-04-13
744 Strategic Conversation #2 Email All dated 2-11-13
745 2013 Strategic Conversation Evaluation
746 Communications Council Meeting Minutes 10-30-12
747 District Strategic Planning Committee Minutes 04-26-13
748 Districtwide Facilities Planning Committee Agendas and Minutes
749 Chancellor's Cabinet Meeting Minutes 10-01-12
750 Districtwide Technology Task Force Membership and Charge
751 Chancellor's Cabinet Meeting Minutes 10-15-12
752 Chancellor's Cabinet Meeting Minutes 10-22-12
753 Districtwide Technology Task Force Meeting Minutes
754 Districtwide Technology Plan Writing Teams
755 Districtwide Technology Committee Operating Agreement
756 Annual SCCCD Technology Summit 05-29-13
757 Jim Gaston Biography and YouTube Presentation available at:
<http://www.youtube.com/watch?v=nnDgxR32hW4>
758 Campus Works Summary and Sign in Sheet
759 Candidacy Letter from ACCJC dated March 6, 2013
760 ACCJC Letter for Initial Accreditation Review dated April 4, 2013
761 Board of Trustees Agenda Item: Changing the Reporting Relationship of the President, Willow
International Community College District
762 Chancellor's Cabinet Meeting Minutes 03-25-13
763 Email from Julie Adams, Executive Director of Academic Senate for CA Community Colleges
764 Willow International Academic Standards Committee Operating Agreement
765 Willow International Ad Hoc Curriculum Committee Operating Agreement
766 Willow International Equivalency Committee Operating Agreement
767 Willow International Academic Senate Meeting Minutes Spring 2013
768 District Decision Making Task Force Minutes
769 Signature Programs Task Force Charge
770 Signature Programs Task Force Minutes 12-14-12
771 Signature Programs Task Force Minutes Jan-May 2013
772 Draft Signature Program Definition DRAFT 8-23-13
773 Signature Program Review Summary Guide
774 Resource Allocation Model Open Forum Notes
775 Chancellor's Cabinet Workgroup Meeting Summary 10-29-12
776 Chancellor's Cabinet Meeting Minutes 11-05-12
777 District Resource Allocation Model Taskforce Minutes 01-25-13
778 District Resource Allocation Model Taskforce Membership
779 Chancellor's Cabinet Workgroup Meeting Notes 12-03-12
780 Communications Council Meeting Minutes 12-04-12
781 Communications Council Meeting Minutes 02-26-13
782 District Budget and Resource Allocation Model Taskforce Minutes 01-11-13
783 District Budget and Resource Allocation Advisory Committee Operating Agreement
784 District Resource Allocation Model Taskforce Minutes Spring 2013
785 District Budget Resource Allocation Advisory Committee Meeting Minutes 05-10-13
786 Human Resources Staffing Plan Taskforce Charge

787 Human Resources Staffing Plan Taskforce Charge Memo from Dr. Blue dated 10-30-12
788 Human Resources Staffing Plan Taskforce Minutes 11-07-12
789 Human Resources Staffing Plan Taskforce Minutes
790 2013-2016 Equal Employment Opportunity Plan
791 Draft SCCCD Human Resources Staffing Plan Section 3: Context, Factors, Challenges and
Constraints
792 SCCCD Research Group Agendas and Minutes
793 SCCCD Policy and Procedures for Research with Human Subjects
794 Districtwide Research Priorities
795 Chancellor's Cabinet Meeting Minutes 06-17-13
796 C6 Consortia Grant Research Assistant Job Announcement
797 District Strategic Planning Committee Minutes 04-12-13
798 ASUR Response Team Membership
799 Chancellor's Cabinet Agenda 06-24-13
800 Chancellor's Cabinet Meeting Notes 06-24-13
801 Chancellor's Cabinet Agenda 08-05-13
802 Chancellor's Cabinet Meeting Notes 08-05-13
803 Chancellor's Cabinet Agenda 08-26-13
804 Chancellor's Cabinet Meeting Notes 08-26-13
805 Chancellor's Cabinet Meeting Agenda 09-09-13
806 Chancellor's Cabinet Meeting Notes 09-09-13
807 Datatel (Ellucian) Action Planning e-mail notice
808 Action Planning Agenda; September 4-5, 2013
809 DBRAAC Resource Allocation Model
810 Board of Trustees Agenda: 03-05-13
811 Board of Trustees Meeting Minutes; 03-15-13
812 District Enrollment Management Taskforce (DEMT) Timeline
813 Chancellor's Cabinet Meeting Notes; 09-23-13
814 Board of Trustees Agenda: 09-17-13
815 WI Program Review & Student Learning Outcomes Assessment Committee Operating Agreement
816 WI PO-SLO Minutes: 09-13-12
817 WI PO-SLO Minutes: 09-20-12
818 WI PO-SLO Minutes: 10-17-12
819 WI PO-SLO Minutes: 11-26-12
820 WI PO-SLO Minutes: 05-01-13
821 WI Academic Senate Duty Day Minutes: 08-08-13
822 Enrollment Management Agenda 9-10-13
823 Communications Council Agenda and Notes 10-08-13