

**Clovis Community College  
Follow-Up Report  
October 15, 2016**

*Submitted by:*

Clovis Community College  
10309 N. Willow Avenue  
Fresno, CA 93730

*Submitted To:*

Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges  
October 15, 2016

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## CERTIFICATION OF THE FOLLOW-UP REPORT

**Date:** October 15, 2016

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

**From:** Lori Bennett, Ed.D.  
Clovis Community College  
10309 N. Willow Ave.  
Fresno, CA 93730

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



Dr. Lori Bennett  
President  
Clovis Community College



Mr. Richard Caglia  
President, Board of Trustees  
State Center Community College District



Dr. Paul Parnell  
Chancellor  
State Center Community College District



Ms. Kelly Fowler  
Accreditation Co-Chair  
Accreditation Liaison Officer  
Clovis Community College



Ms. Leslie Ratá  
Accreditation Co-Chair  
Clovis Community College

Handwritten signature of Dan Hoffman in black ink, written over a horizontal line.

Mr. Dan Hoffman  
Classified Senate President  
Clovis Community College

Handwritten signature of Elizabeth Romero in black ink, written over a horizontal line.

Ms. Elizabeth Romero  
Academic Senate President  
Clovis Community College

Handwritten signature of Vanessa Suarez in blue ink, written over a horizontal line.

Ms. Vanessa Suarez  
Associated Student Government President  
Clovis Community College

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## REPORT PREPARATION

This Follow-Up Report addresses the two District Recommendations identified by the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (ACCJC), in a letter dated July 8, 2016 addressed to Deborah Ikeda, Clovis Community College President. The purpose of this report is to demonstrate the corrective actions taken to resolve the deficiencies cited by the evaluation team based on the follow-up site visit on April 4, 2016. [Evidence: # [1](#), [2](#)]

The report was prepared by a college workgroup which included the members listed below:

- Lori Bennett, President
- Kelly Fowler, Vice President of Instruction and Student Services, Accreditation Liaison Officer, Self-evaluation Co-chair
- Leslie Ratá, Administrative Assistant, Self-evaluation Co-chair
- Liz Romero, Child Development Professor, Academic Senate President, Interim Self-evaluation Co-chair
- Dan Hoffman, Building Generalist, Classified Senate President
- Vanessa Suarez, Associated Student Government President
- Barbara Hioco, Interim Vice Chancellor of Educational Services and Institutional Effectiveness, District Accreditation Liaison Officer

The report was vetted through the College’s participatory governance process, and provided to the college community via posting on the Blackboard website. This process ensured an opportunity for campus-wide review and input. The report was also reviewed and discussed at two board meetings.

The following table shows the follow up report timeline and activities:

<b>Activity</b>	<b>Date</b>
Receive letter from ACCJC	July 8, 2016
Review letter/post to website	July 13, 2016
Establish follow-up report work group	August 15, 2016
Draft 1 Due	August 19, 2016
Discuss at Chancellor’s Cabinet	August 22, 2016
Discuss at Academic Senate 1 <sup>st</sup> Read	August 23, 2016
Discuss at Associated Student Government	August 24, 2016
Discuss at President’s Cabinet	August 25, 2016
Discuss at Classified Senate	August 25, 2016
Discuss at Accreditation Steering Committee	August 26, 2016
Discuss at College Council	August 26, 2016
Draft 2 Due	August 29, 2016
Discuss at Chancellor’s Cabinet	August 29, 2016
Post to Blackboard website for all-campus review	Aug 30-Sept 9, 2016
Board of Trustees 1 <sup>st</sup> Read (Draft 2)	Sept. 6, 2016

Academic Senate 2 <sup>nd</sup> Read	Sept. 27, 2016
Final Draft Due	Sept. 28, 2016
Board of Trustees 2 <sup>nd</sup> Read	October 4, 2016
Submit Final Report to ACCJC	October 15, 2016

[Evidence: # [3](#), [4](#), [5](#), [6](#), [7](#), [8](#), [9](#), [10](#), [11](#), [12](#), [13](#), [15](#), [16](#)]

## Response to Recommendations

### BACKGROUND

On June 29, 2015 the ACCJC sent a letter to Clovis Community College granting initial accreditation and requiring Clovis Community College to submit a Follow-Up Report in March 2016 to address “recommendations on a small number of issues of some urgency which, if not addressed immediately, may threaten the ability of the institution to continue to meet the Eligibility Requirements, Accreditation Standards, and Commission policies.” The letter stated that the Follow-Up Report would be followed by a visit from an external evaluation team. [Evidence: # [17](#), [18](#), [19](#)]

Clovis Community College submitted a Follow-Up Report on March 1, 2016, addressing three District Recommendations outlined in the June 29, 2015 ACCJC letter. These were:

- **District Recommendation 7: Financial Resources**
- **District Recommendation 8: Leadership and Governance**
- **District Recommendation 9: Leadership and Governance**

Following the submission of this report, on April 4, 2016, an external evaluation team participated in a site visit at Clovis Community College to review our improvements in these areas.

On July 8, 2016, the ACCJC sent a letter to Clovis Community College stating that the College had addressed the requirements for District Recommendation 7. It also took action to require the College to submit another Follow-Up Report by October 15, 2016 demonstrating continued improvement with regard to Standards IV.B.1.a-j and IV.B.1.a from the two remaining recommendations. These are:

- **District Recommendation 8: Leadership and Governance**  
In order to increase institutional effectiveness the team recommends that the Board continue to make a concerted effort to learn about, and act in a manner that is consistent with, its policies and bylaws. The team also recommends the Board conduct regular reviews of its policies and procedures, particularly related to board operation and behavior. (IV.B.1.a-j)
- **District Recommendation 9: Leadership and Governance**  
In order to increase institutional effectiveness, the team recommends that the Board improve its performance through continuing its efforts to allow the Chancellor to fully exercise the authority of his/her position to improve the effectiveness of the District. (IV.B.1.a)

[Evidence: # [2](#)]



This Follow-Up Report will show that the Chancellor and the Board of Trustees are working collaboratively and have made significant progress to meet the standards as required by the ACCJC.

### **District Recommendation 8: Leadership and Governance**

#### **ACCJC Recommendation:**

In order to increase institutional effectiveness the team recommends that the Board continue to make a concerted effort to learn about, and act in a manner that is consistent with, its policies and bylaws. The team also recommends the Board conduct regular reviews of its policies and procedures, particularly related to board operation and behavior. (IV.B.1.a-j)

In the May 2016 External Evaluation Report, the external evaluation team stated the following conclusion and recommendations for improvement:

*“The team suggests that the entire Board continue to make a concerted effort to learn about their roles, to review and understand their own policies and bylaws, and to practice acting in a manner that is consistent with those policies and bylaws. Additionally, the team suggests that all trustees make a commitment to continued professional development at conferences sponsored by CCLC, ACCT, or locally with special sessions and workshops covering topics like trustee roles and responsibilities, the difference between policy and operations, and Board/CEO relationship. The team also suggests that the Board conduct regular reviews of its policies and procedures, particularly related to board operation and behavior, the Brown Act and Ethics. (IV.B.1.a-j)”*  
[Evidence: # [1](#)]

#### **Evidence of Meeting the Standard for Recommendation 8**

The Board of Trustees has participated in a variety of professional development trainings, has collectively reviewed relevant Board Policies, and has participated in several related discussions including: exploring the Board’s role and authority, defining and respecting the Chancellor’s role, defining “micromanaging,” speaking as one voice when representing the Board, abiding by accreditation standards, and defining and following board meeting procedures. Based on these discussions, the board members are making an effort to follow Brown Act rules and keep discussions focused on policy governance topics.

After the April 4, 2016 site visit, the new Chancellor immediately began working to address the concerns raised by the visiting team. An example of this includes working with board members to make procedural changes to the flow of board meetings to ensure that the meetings run in an effective, efficient, and supportive manner. For example, to stay focused on agenda items and to follow Brown Act rules, the Chancellor and Board place new topics on a “Future Agenda Items” list. In addition, the Board and Chancellor have scheduled special board meetings each month from June through September, 2016 to allow the Board more time to discuss these topics, which is helping them to clarify their roles and better understand their policies. [Evidence: # [20](#), [21](#)]

## Board Meetings and Special Sessions

At the April 5, 2016 regular board meeting, the Board of Trustees and the new Chancellor held a robust discussion regarding Board Policies and protocols that relate to the conduct of trustees during board meetings. Since April, the Board and Chancellor have worked together to focus board meeting discussions on policies and protocols that relate to specific agenda items.

[Evidence: # [22](#)]

On April 22-23, 2016, the Board of Trustees held a two-day retreat and spent the time reviewing 27 Board Policies. Reviewing the policies provided an important professional development training opportunity for the Board. The following topics and Board Policies were reviewed:

- Review of Board Policies Regarding Meetings, Agenda, Brown Act, Roles of Trustees and Chancellor (BP 1100, 1200, 2340, 2405, 2345, 2012, 2270, 2330, 2430, 6100)
- Review of Accreditation, Board, Chancellor, and Presidents Standards (BP 3200, 2430)
- Board Room Location and Facilities (BP 2365, 6600)
- Human Resource Hiring Policies (BP 3410, 3420, 7100, 7110, 7120, 7210, 7250)
- Bond Status Report (BP 6600)
- Budgeting Policies (BP 6200, 6330)
- Accreditation, Strategic Planning, Grants, and 2016 Scorecard (BP 3200, 3250, 3280)

[Evidence: # [23](#), [24](#), [25](#), [41](#)]

At the May 3, 2016 regular board meeting, changes to BP 1100 were also introduced, with discussion and recommended adoption of the revised policy to take place at subsequent board meetings, demonstrating a deeper understanding of the Brown Act requirements. [Evidence: # [26](#)]

At the June 14, 2016 regular board meeting, Trustees requested a list of items be added to the “Future Agendas Items” list. Trustees pulled several items from the consent agenda for further clarification. After considerable discussion, the Board passed each item. During this meeting, the proposed 2016-2017 Tentative Annual Budget was presented for board approval. After extensive discussion, the Board approved the tentative budget without dissent, with the request to include a workshop for further discussion in July at the Chancellor’s discretion. [Evidence: # [20](#)]

On June 29, 2016, the Board held a special, all-day session, including the Chancellor, district managers, and college presidents on the topic of self-evaluation. The Chancellor hired Dr. Mitch Rosenberg to facilitate the Board’s interactions and build awareness of the roles and communication processes. This session built a working foundation for constructive discussions related to the Board’s self-evaluation. [Evidence: # [27](#)]

Following this meeting, Dr. Rosenberg worked with the Board to develop a self-evaluation instrument. Each board member completed his own self-evaluation. Another meeting was held with Dr. Rosenberg on September 23, 2016, to complete the self-assessment process. During

this meeting, the Board addressed board authority, board roles, and the difference between policy governance and micromanaging. [Evidence: # [28](#), [29](#)]

On July 5, 2016, the Board held a regular board meeting. Trustees requested a list of items be added to the “Future Agenda Items” list. Trustees also pulled several items from the consent agenda for further clarification. After some discussion, the Board passed each item. During the meeting, a board member began to discuss a topic not on the agenda. As evidence of the Board working to follow their Board Policies and processes, this prompted significant discussion regarding Brown Act and future agenda item procedures. [Evidence: # [30](#)]

On July 27, 2016, the Board held a special budget study session to learn more about the colleges’ processes for budget development and to discuss their role in the process. At this session, each college gave a brief presentation and the Board asked a variety of questions in a collegial and respectful manner. [Evidence: # [31](#), [32](#)]

As evidence of their improved functioning, during the August 2, 2016 regular board meeting, the Board continued to participate in respectful discussions on various topics. Since April, the majority of the Board continues to address questions to either the Board President or the Chancellor to ensure that the focus of the Board remains policy-oriented. This process has been implemented over the last few months to ensure that board meetings run effectively, efficiently, and respectfully, and to help ensure that the Board follows all legal requirements. [Evidence: # [33](#)]

On August 25, 2016, the Board held a special bond implementation session to learn more about the colleges’ processes for implementation and oversight of the bond projects. As a result, the Board has come to a clear and collective understanding of its role as a board. [Evidence: # [34](#), [35](#)]

On September 6, 2016, the Board held a regular board meeting. Trustees pulled a few items from the consent agenda, held a brief discussion, and then passed each item. Board members and presenters addressed their comments and questions to the Board President or the Chancellor. [Evidence: # [13](#)]

In addition to regular monthly board meetings, the Board also scheduled special sessions in June, July, August, and September. [Evidence: # [21](#)]

The Chancellor has also reinstated a “Future Agenda Items” list to organize and prepare for productive board meetings. The list keeps the discussion in compliance with the Brown Act and supports the Board’s focus on policy-making. [Evidence: # [37](#)]

### Board Professional Development

Two board members attended the CCLC Trustee Conference in Desert Spring, Ca. April 29 – May 1, 2016. Three trustees are registered to attend the ACCT Conference in New Orleans on October 5-7, 2016. Two trustees are also registered to attend the CCLC Annual Convention in Riverside, Ca. November 17-19, 2016. In addition, all the trustees have supported and

participated in special sessions facilitated by Dr. Rosenberg. Since April, the Board has also scheduled seven “special sessions” to allow time to discuss its role and Board Policies related to specific topics. [Evidence: # [21](#), [27](#), [28](#), [38](#), [39](#), [40](#)]

## **Evaluation**

Based upon board meetings held since April, the Board continues to make a concerted effort to discuss their roles, to review and understand the Board Policies and procedures, and to act in a manner that is consistent with those policies and procedures.

The Chancellor has made a significant effort to work with the Board, to make specific changes, and to improve board functioning focused on policy governance.

The roles and responsibilities of the Board President have been clarified and utilized more effectively, resulting in board meetings that are more effective, efficient, and collegial. The enhanced structure also helps the Board stay focused on policy-oriented agenda topics and have a more organized discussion process. The Board President has made a significant effort to keep the meetings focused, keep conversations on task, facilitate trustee discussions that support respectful input, and ensure that all board members have an opportunity to share their thoughts. For example, at the July meeting, when there was a question about process, the Board President called on counsel for legal clarification, and the Board proceeded following advisement.

The Board supported the Chancellor in hiring Dr. Mitch Rosenberg to facilitate board interactions, build awareness of the roles and communication processes, and to lead the self-evaluation process. The trustees have also supported holding several special board meetings to allow more time to review policies and learn about their roles related to budget, bond implementation, accreditation, etc. In addition, two of the board members have participated in Community College League of California (CCLC) training, and others have plans to attend conferences in the near future.

Evidence that these efforts are working is the Chancellor’s authority to manage the flow of the meetings and to respond to questions. This change is a direct result of the Board supporting the delegation of authority. As an example, during the June 14, 2016 board meeting, the Board approved the 5-year construction plan, a transfer of funds to qualify for a state bond, the district’s EEO plan, and passed the tentative budget. These crucial district recommendations were approved by a board focused on policies, collegial exchange of perspectives among board members, and a respect for the authority the Board delegates to the Chancellor in accordance with accreditation standards.

## **District Recommendation 9: Leadership and Governance**

*In order to increase institutional effectiveness, the team recommends that the Board improve its performance through continuing its efforts to allow the Chancellor to fully exercise the authority of his/her position to improve the effectiveness of the District.*  
(IV.B.1.a)

## **Evidence of Meeting the Standard for Recommendation 9**

The Chancellor and Board have worked together to understand their roles and to allow the Chancellor to fully exercise the authority of his position. An example of this was at the June board meeting. After significant discussion, the Board approved the 5-year construction plan and a transfer of funds to qualify for a state bond. Also, after a serious discussion, the Board approved the proposed 2016-2017 Annual Budget without dissent. These crucial district recommendations were approved by the Board with a focus on Board Policies, following a collegial exchange of perspectives among board members, and a respect for the authority the Board delegates to the Chancellor in accordance with accreditation standards. [Evidence: # [20](#), [36](#)]

In July, the Board held a special study session on the budget. As part of the presentation, the policy that specifically delegates authority to the Chancellor was strongly re-iterated. [Evidence: # [32](#)]

The Board of Trustees developed and completed their self-evaluation survey. Several questions on the survey address the role of the Chancellor and the role of the Board. On September 23<sup>rd</sup>, Dr. Rosenberg facilitated a special session with the Board to discuss the survey results and develop goals for the future. [Evidence: # [28](#), [29](#)]

Board Policy 2340 states that the Chancellor sets the agenda with the Board President. Since joining this district in April, the Chancellor has worked with the Board President to set each board agenda. The Chancellor has reinstated a “Future Agenda Items” list for topics raised by trustees. This list is an example of how the Board is following BP 2340, which states “Agendas shall be developed by the Chancellor in consultation with the Board President.” [Evidence: # [36](#), [37](#)]

At each board meeting since April, sometimes following a thorough discussion, the Board has approved hiring recommendations made by the Chancellor. [Evidence: # [20](#), [30](#), [33](#)]

The Chancellor has made a significant effort to work with the Board, to make specific changes, and to improve board functioning focused on policy governance. Evidence that these efforts are working is the Chancellor’s authority to manage the flow of the meetings and to respond to questions. This change is a direct result of the Board supporting the delegation of authority.

## **Evaluation**

Although some board members have voiced frustration at not being able to make certain decisions, the Board as a whole is showing support for the Chancellor to fully exercise his authority in this way. Examples of this include the budget and bond implementation presentations which outlined the processes that each college follows to make these decisions and discussed the Board Policy that specifically delegates this authority to the Chancellor.

The Board also shows support for the Chancellor’s authority to set the board agenda by allowing topics of interest to be prioritized on the Chancellor’s “Future Agenda Items” list and by addressing their questions to him or the Board President.

Lastly, the Board is showing significant support for the Chancellor’s authority and role by supporting his decision to hire Dr. Rosenberg to facilitate the Board self-evaluation process.

**Overall Conclusion:**

The Board of Trustees has significantly improved its performance through continuing to allow the Chancellor to exercise the authority of his position. The Board has supported increased institutional effectiveness by taking serious steps to review and understand their policies and procedures, by following an agreed upon structure which allows them to focus on policy governance, and by working together in a respectful manner. The Board has also shown a commitment to continued professional development by working with Dr. Rosenberg and by attending a variety of conferences to learn more about their roles and responsibilities.

**List of Evidence:**

1	<a href="#">Follow Up Visit Report 5-12-16</a>
2	<a href="#">ACCJC Commission Action Letter 7-8-16</a>
3	<a href="#">Chancellor’s Cabinet Agenda 8-22-16</a>
4	<a href="#">Academic Senate Minutes 8-23-16</a>
5	<a href="#">Associated Student Government Minutes 8-24-16</a>
6	<a href="#">President’s Cabinet Agenda 8-25-16</a>
7	<a href="#">Classified Senate Agenda 8-25-16</a>
8	<a href="#">Accreditation Steering Committee Minutes 8-26-16</a>
9	<a href="#">College Council Minutes 8-26-16</a>
10	<a href="#">Chancellor’s Cabinet Agenda 8-29-16</a>
11	<a href="#">Follow Up Report Posted to Blackboard</a>
12	<a href="#">Associated Student Government Minutes 8-31-16</a>
13	<a href="#">BOT Minutes 9-6-16</a>
14	Blank
15	<a href="#">Academic Senate Minutes 9-27-16</a>
16	<a href="#">BOT Agenda 10-4-16</a>
17	<a href="#">External Evaluation Report 5-5-15</a>
18	<a href="#">ACCJC Letter Granting Initial Accreditation 6-29-15</a>
19	<a href="#">Follow Up Report 3-1-16</a>
20	<a href="#">BOT Minutes 6-14-16</a>
21	<a href="#">BOT Special Meetings April – September, 2016</a>
22	<a href="#">BOT Minutes 4-5-16</a>
23	<a href="#">BOT Retreat Agenda 4-22, 23-16</a>
24	<a href="#">BOT Retreat Minutes 4-22, 23-16</a>
25	<a href="#">BOT Retreat Accreditation Update 4-22-16</a>
26	<a href="#">BOT Minutes 5-3-16</a>

27	<a href="#">BOT Agenda 6-29-16</a>
28	<a href="#">BOT Minutes 9-23-16</a>
29	<a href="#">BOT Self Evaluation</a>
30	<a href="#">BOT Minutes 7-5-16</a>
31	<a href="#">BOT Minutes 7-27-16</a>
32	<a href="#">BOT Meeting 7-27-16 Budget PowerPoint</a>
33	<a href="#">BOT Minutes 8-2-16</a>
34	<a href="#">BOT Minutes 8-25-16</a>
35	<a href="#">BOT Meeting 8-25-16 Bond PowerPoint</a>
36	<a href="#">BPs Related to the Role of the Chancellor and BOT, 2210, 2340, 2405, 2430</a>
37	<a href="#">BOT Future Agenda Items List</a>
38	<a href="#">CCLC Trustee Conference 4-29-16 to 5-1-16</a>
39	<a href="#">CCLC Annual Convention 11-17-16 to 11-19-16</a>
40	<a href="#">ACCT Leadership Congress 10-5-16 to 10-8-16</a>
41	<a href="#">BPs Reviewed at BOT Retreat 4-22, 23-16</a>