FOLLOW-UP REPORT

In Response to the Request of the Commission in the
Action Letter dated January 29, 2010

Feather River College

570 Golden Eagle Avenue
Quincy, CA 95971

Submitted: October 2010

Table of Contents

BACKGROUND OF FOLLOW-UP REPORT

After reviewing the report of the evaluation team that visited Feather River College November 9, 2009, the Accrediting Commission for Community and Junior Colleges (ACCJC) required that Feather River College submit another follow-up report to demonstrate final resolution on three of the four previous recommendations: 1) Integrated Planning and Budget, 2) Program Review and 3) Research Planning (Systems). It must be noted that though three of the four recommendations remain, the feedback from the November 2009 site visit team noted that significant positive progress had been made and that Feather River College was in position to meet the recommendations. A primary suggestion from this team was to keep moving forward in the completion of the annual planning cycle and work to securing an institutional researcher to help in the important data assessment and analysis required for integrated planning.

Upon receiving the ACCJC's Action Letter in the spring semester of 2010, the Superintendent/President of Feather River College immediately met with his President's Staff team to discuss a response plan. The result was the development of a focused work plan that contained objectives tied to each recommendation along with responsible parties and specific deadlines for objective completion. Though the work plan was modified during the summer and fall semester as more understanding took place, the core of the work plan remained the same and guided work toward resolving the accreditation team recommendations. In the following sections, each recommendation's work plan is provided along with a brief description of the results and findings.

In addition to the completion of a work plan for each of the recommendations, another important outcome from the spring planning was the decision to maintain leadership teams for each of the recommendation areas. These leadership teams, similar to the work in the last follow-up report, have members from different campus constituencies to capture the broadest perspective and input. The following sections describe who these individuals were and what they brought to the resolution of the recommendations. In addition, an overall oversight and coordinating group consisting of President Ron Taylor, Chief Instructional Officer Michael Bagley and Interim Chief Student Services Officer Lisa Kelly met regularly to review progress.

Recommendation 1: Integrated Planning and Budget

Action Letter:
"The team recommends that the college should integrate the planning and budget processes at various levels of the District so that the budget allocations are directly linked to the planning process, and clearly communicate and delineate the process as well as who is responsible. (Standards I.B.1, I.B.2, III.D, IV.A.2, and IV.A.3)"

Leadership Team for Response

The team that addressed this recommendation consisted of Dr. Ron Taylor, Superintendent/President, and the members of the Strategic Planning Committee. The Strategic Planning Committee oversaw the implementation of the planning system adopted in early Fall 2009 by ensuring forms and processes were used as described, reviewing all submissions as input to the revision of the Strategic Plan, and providing strategic guidance to the Budget Committee. Members of the Strategic Planning Committee studied data and community input, reviewed and summarized program review information, drafted the new Strategic Plan, and assisted Dr. Taylor in communicating with the campus community, including collecting responses and suggestions for the draft Strategic Plan. Ms. Connie Litz, administrative assistant to the Chief Student Services Officer, provided leadership with Student Services managers, as did the Interim CSSO, Dr. Lisa Kelly. Dr. Taylor led discussions among administrators through his President's Staff meetings. Chief Financial Officer Jim Scoubes and Interim Human Resources Director Jamie Cannon ensured that the Budget Committee was guided by the strategic priorities provided by the Strategic Planning Committee. Members of Cabinet organized the final campus approval of the draft Strategic Plan before it was submitted to the Board of Trustees.

Work Plan / Actions Taken for Recommendation 1

Recommendation 1: Integrated Planning and Budget	Responsible Parties	Completion Date
Joint meeting with Strategic Planning Committee (SPC) and Budget, discuss new planning process (BP3250) and how budget preparation fits with integrated planning (BP6200)	SPC, Budget Committee	Oct. 2, 2009
Submit budget to Board, including cuts based on mission, strategic priorities	Scoubes et al.	Oct. 8, 2009
Consider hiring consultant to assist with planning, accountability processes	SPC, Taylor, et al.	Oct. 16, 2009
Discuss role of institutional research oversight group and look at vision statements	Classified Senate	Oct. 20, 2009
Review of use of Mission/Vision Statements to guide	SSC	Oct. 21, 2009

decisions – example given, child development center		
Discuss specifics for newly implemented Annual Program Reviews (APRs)	Council on Instruction	Oct. 22, 2009
Initiate re-draft of Strategic Plan to align with Accreditation Standards, etc.	SPC	Sept. 18 & Oct. 16, 2009
Review of AP6200 Budget Development	Cabinet	Nov. 5, 2009
Review of budget preparation in conjunction with Strategic Plan	Classified Senate	Nov. 9, 2009
Discuss use of website for program review archiving and communication to campus	President's Staff	Nov. 10, 2009
Review of APRs with attention to institutional planning	SPC	Nov. 12, 2009
Joint meeting of SPC and Budget, discuss role of two committees in integrated planning process, data use emphasis	SPC, Budget Committee	Nov. 20, 2009
Discuss use of APRs and SPC's review and use of them	President's Staff	Dec. 7, 2009
Review of APRs from student services to integrate with Strategic Plan	SSC	Dec. 9, 2010
Review revision of Mission Statement, Vision Statement and Strategic Plan	SPC	Dec. 11, 2009
Review and update of progress made on the Education Plan	Council on Instruction	Dec. 15, 2009
Discuss program reviews in relation to the SPC	Classified Senate	Dec. 15, 2009
Discuss APRs for use in updating Strategic Plan	SPC	Dec. 18, 2009
Assign administrators to read all APRs in their area and to give analysis/priorities	President's Staff	Dec. 21, 2009
Use of Education Plan to prioritize positions to recommend for hire to President	Council on Instruction	Jan. 7, 2010
Discuss SEM and use of data for decision making	SSC	Jan. 13, 2010
Review updated version of BP6200-Budget Development	Cabinet	Jan. 14, 2010
Program reviews -- how to use them in planning, difference between APRs and CPRs	SPC	Jan. 20, 2010
Link Strategic Enrollment Management Plan with Strategic Plan	President's Staff	Feb. 1, 2010
Discuss use community forums as data for Mission/Vision Statements	SPC	Feb. 3, 2010
Discuss update of Strategic Plan to include findings from APRs, data	Classified Senate	Feb. 16, 2010
Campus community meeting, review work on accreditation planning and general campus update	Bagley, Taylor, campus community	Feb. 19, 2010

Discuss Strategic Plan and program reviews in light of budget development	Scoubes, Budget Committee	Feb. 19, 2010
Discuss connection between Strategic Plan, Education Plan and Student Services Plan	President's Staff	March 1, 2010
Give budget handout and request that SPC give instructions to the Budget committee for budget development	SPC	March 3, 2010
Plan for creation of accreditation steering committee for 2010-2011 self-study and review of AP2510 – Local Decision Making	Cabinet	March 4, 2010
Continue review and update of AP2510 Local Decision Making	Classified Senate	March 8, 2010
Review integration of Student Services Plan with Strategic Plan, also program reviews	SSC	March 10, 2010
Review of draft Strategic Plan in relationship to the Education Plan	Council on Instruction	March 11, 2010
Review draft 2010-2011 budget, in connection with program reviews and Strategic Plan	Scoubes, Budget Committee	March 12, 2010
Board Meeting: Review plan for Board Members to participate in future self-study	Taylor	March 18, 2010
Review FTES and 320 report for current and future planning	President's Staff	March 22, 2010
Review Mission & Vision Statement per new data from Vision Work, Student Survey, etc.	Connell and Ad Hoc Committee for Mission Statement	March 25, 2010
Meet to update work plan for accreditation Follow-Up Report	Taylor, Litz	March 26, 2010
Complete draft of the integrated budget/Strategic Plan rubric	Kelly, Reid	March 26, 2010
Review the way planning, accreditation, and related documents are presented on the website and propose changes through Communications Ad Hoc Committee	Bagley, Blackford, Kelly	March 29, 2010
Present facility plan for new Learning Resource Center building and vacated library space to Presidents Staff	Boyd	March 30, 2010
Review draft Strategic Plan for possible finalization	SPC	March 31, 2010
Strategic Plan sent to campus community for input	SPC	March 31, 2010
Review of the draft SEM matrix (with a focus on the FTES data provided by Office of Instruction) by Institutional Research Oversight Group	Bagley, Kelly	March 31, 2010
Review draft Strategic Plan, Mission & Vision Statements in Cabinet	Cabinet	April 1, 2010

Assess the decision-making rubric and further develop budget prioritizations in alignment with planning	Budget Committee	April 2, 2010
Review draft Strategic Plan, Mission & Vision Statements to get student perspective	Taylor, Josh Taylor, ASFRC	April 12, 2010
Campus Community Meeting: Seek input on the Strategic Plan for possible modification to strategic goals and review fundable priorities	Taylor	April 12, 2010
Comprehensive Program Reviews due from Student Services: A&R, FA and CDC for inclusion in strategic planning process	Kelly, SPC	April 12, 2010
Present draft Strategic Plan to Academic Senate & Student Services Council, seek volunteer faculty accreditation liaison officer	Taylor	April 14, 2010
Discuss Strategic Plan and look at how it is based upon integrated planning, assessment	Council on Instruction	April 15, 2010
Collect Strategic Plan input from campus community, due date	Campus Community	April 16, 2010
Revise draft Strategic Plan from campus community input	Kelly, Cannon, Boyd, DeRuiter	April 19, 2010
Present draft Strategic Plan to Classified Senate, seek accreditation liaison ~~officer~~ for classified unit to assist in self-study leadership	Taylor, Bagley	April 20, 2010
SEM matrix presented to Strategic Planning as a framework for decision making	Kelly, Bagley SEM Committee	April 21, 2010
Discuss recommended revisions for Strategic Plan	SPC	April 21, 2010
Discuss the linking of budget to strategic planning through Strategic Plan goals	SPC	April 21, 2010
Discuss Strategic Plan revisions & finalization	SPC	April 21 – May 19
Draft Strategic Enrollment Management Plan	Kelly, Bagley, SEM Committee	April 28, 2010
Finalize budget	Budget Committee	April 30, 2010
Review final Strategic Plan	Taylor, Cabinet	May 6, 2010
Review suggestions to process for budget development (AP 6200), and local decision making (AP2510)	Cabinet	May 6, 2010
Review staffing triage exercise with rubric, discuss its process in SPC	President's Staff	May 10, 2010
Present updated Strategic Plan to Board of Trustees	Taylor	May 20, 2010

Review Comprehensive Program Reviews, discuss SLOAC and its use of assessment	SSC	June 16, 2010
Present budget to Board for approval; review with the Board how budget development is integrated in planning process	Taylor, Scoubes	June 24, 2010
Discuss facilities master planning and final project proposals for new buildings	Boyd, President's Staff	July 12, 2010
Review of "preamble language" for 2010-2013 Strategic Plan	Taylor, President's Staff	August 9, 2010
Review Comprehensive Program Review schedule, discuss process for the review of Comprehensive Program Reviews	SPC	Aug. 11, 2010
Present Strategic Plan to campus community and give due date for APRs	Taylor	Aug. 17, 2010
Discuss and revise AP2510 Local Decision Making	Classified Senate	Aug. 19, 2010
Seek Board approval of 2010-2013 Feather River College Strategic Plan	Taylor, BOT	Aug. 19, 2010
Review final budget for 2010-2011, members of SPC in attendance at Budget Committee meeting	Scoubes, Budget Committee	Aug. 27, 2010
Discuss governance committee roles and responsibilities in planning process	Taylor, Cabinet	Sept. 2, 2010
Review integrated program review policies (AP/BP 3260), discuss options for review of program reviews	SPC	Sept. 15, 2010
Seek Board approval of new mission statement (BP 1200), and 2010-2011 college final budget	Taylor, BOT	Sept. 16, 2010
Discuss integrated program review process (AP/BP 3260)	Bagley, Cabinet	Oct. 7, 2010
APRs due to I.R./Planning (or President's Office)	Program Heads	Oct. 15, 2010
Set process for updating and integrating master plans (Education Plan, Student Services Plan)	SPC	Oct. 20, 2010
Assign review and redrafting of Vision Statement (based on campus & community input collected in 2009-10) to ad hoc subcommittee	SPC	Oct. 20, 2010
Finalize action plans for implementation of Strategic Plan objectives	SPC	Oct. 20, 2010
Review of APRs with attention to institutional planning	SPC	Oct. 15 - Nov. 17, 2010
Review of APRs with attention to 2011-12 budget development	Budget Committee	Oct. 15 – Nov. 17, 2010

Review of APRs with attention to planning & budget development, assessing program needs	Administrators	Oct. 15 – Nov. 17, 2010
Review draft Distance Education Plan	Presnell, COI	Nov. 18, 2010
Joint meeting of SPC and Budget, discuss budget requests with reference to annual program reviews and Strategic Plan objectives	SPC, Budget Committee	Dec. 3, 2010
Review progress for Education Plan update	Bagley, COI	Dec. 9, 2010
Discuss findings from APRs to see correlation with 2010-2013 Strategic Plan objectives	SPC	Nov. 17, 2010
Ad hoc subcommittee to produce new draft of Vision Statement for review by SPC, campus community	SPC	Dec. 13, 2010
Review all fall 2010 comprehensive program reviews	Appointed Reviewers, Campus Community	Jan. 18, 2011

Summary Description of Work Plan Activities, and Current Status

In the year since the previous Follow-Up Report and Site Visit, a great deal has been accomplished at Feather River College. The college has drafted a new Strategic Plan based on a review of relevant data and broad input from the community and from campus constituencies. It has composed both a Tentative and a Final Budget based on input directly from campus departments as well as strategic inputs from the Strategic Planning Committee, and it has incorporated program review information into its planning and budgeting. Moreover, as the response to Recommendation 2 describes in detail, the ongoing implementation, review and refinement of the planning process has resulted in clarifications to program review; and as the response to Recommendation 4 describes in detail, the new Coordinator of Institutional Research and Planning has provided new information and insight as the college continues to refine its decision-making processes.

Work on Recommendation 1, concerning integrated planning and budget, continued in fall 2009 with activities implementing the planning system that had been formally adopted (AP 3250, Institutional Planning—E1). These activities included Strategic Planning Committee discussions towards the revision of the Strategic Plan to align it with the ACCJC standards, as well as discussions towards updating the college's master plans, mission and vision statements. By October, 2009, the Committee had confirmed its timeline and process for revising the Strategic Plan. In line with the revised planning system, the Committee had determined that 2009-10 would follow the "Year One" process in the Multi-Year

Planning Cycle, which meant reviewing and revising the Strategic Plan, as well as making necessary updates to master plans and mission and vision statements (Flowcharts and schedule for multi-year planning cycle—E2).

The Strategic Planning Committee spent the latter portion of the fall 2009 semester focused on reviewing the Annual Program Reviews that had been submitted by all programs and departments at the end of October (APR binder—E3). These Annual Program Reviews contained both updates on goals and objectives, and program-level budget proposals. The Strategic Planning Committee review of the Annual Program Reviews had twin purposes: to provide guidance for the development of the 2010-11 budget to the Budget Committee, and to collect input on institutional needs and aims as a basis for new institutional goals and objectives for a new Strategic Plan. In order to ensure effective review of the Annual Program Reviews, the Strategic Planning Committee created a rubric and template to help committee members make notes about emerging institutional needs and trends, and questions about budget or available data (Template for APR Review—E4). After reviewing all Annual Program reviews, the Committee then used these notes by individual members as part of the basis for the Committee's strategic guidance to the Budget Committee, and for the development of a new Strategic Plan. Additionally, the Strategic Planning Committee (through the Superintendent/President) charged administrators to review all Annual Program Reviews submitted by programs in their area of responsibility, and to provide a synthesis and overview including: 1) striking trends, 2) analysis of the administration's ability to meet institutional objectives, 3) priorities proposed for special attention during budget development for 2010-11, 4) remarks concerning issues or needs looming for 2010-2013, and 5) areas where cost savings could be achieved (Email 1/11/10—E5). These overviews became significant input to the Committee as well, enabling synthesis, analysis and a comprehensive view of emerging needs and directions of development (SPC Agenda Feb. 3, 2010—E6).

At the same time that the Strategic Planning Committee began reviewing the Annual Program Reviews, the Annual Program Reviews were also distributed to members of the Budget Committee. Review of these documents, along with the line-item budget proposals contained in them, provided the Budget Committee with a detailed, broad acquaintance with program needs and goals, so that members would have a detailed basis for understanding the proposed budgets, and along with this, a broad basis for understanding the strategic priorities submitted to the Budget Committee by the Strategic Planning Committee.

The budget development process for the 2010-11 Tentative Budget provides a good picture of the current level of integration between planning and budget at Feather River College. Guided by the recently revised AP 3250, the Budget Committee and Strategic Planning Committee held a joint meeting on November 20, 2009 where the members of the two committees reviewed the integrated process that had been adopted, discussed how to implement the integration in practical terms, reviewed the fiscal context for development of the 2010-11 budget (state revenue forecasts, etc.), and set a plan to create a budget development calendar for the Spring 2010 semester (SPC & Budget Committee Joint Meeting agenda and minutes, Nov. 20, 2009—E6).

The Budget Committee's work on developing the 2010-11 budget was based on its review of the then-current Strategic Plan 2008-2011, the college mission statement, the Annual Program Reviews, and the priorities provided by the Strategic Planning Committee (Budget Committee agendas & minutes, Jan-April, 2010—E7). In the first few weeks of the Spring 2010 semester, the Strategic Planning Committee had finalized its strategic guidance to the Budget Committee, and presented this in written and oral form at the March 5 meeting of the Budget Committee (Budget Committee agenda & minutes 3/5/10—E7; "SPC to Budget_030510.doc"—E8). The Strategic Planning Committee assisted the Budget Committee by developing a "Decision Making Rubric" for the Budget Committee to use in evaluating and scoring the cost savings proposals contributed by the campus community (Decision Making Rubric for Budget Committee—E9). As the spring semester progressed, and the college grappled with the ongoing budget crisis in California, the Superintendent/President asked the campus community for cost saving suggestions, and he asked both the campus community and the Strategic Planning Committee to review staffing priorities. In relation to staffing priorities in particular, the Superintendent/President first sent out to the campus community a "triage" listing of open positions and temporary positions, asking for input concerning the priority of each position so that positions could either be included in the following year's budget, or not, or included at a reduced level. After receiving input from individuals, the Superintendent summarized the input and released his determinations to the campus at large (Emails and attachments, campus meeting—E10). Then, as further staffing options arose in the latter part of the spring 2010 semester, he asked the Strategic Planning Committee to review them so that timely input and possible savings could be provided to the Budget Committee. For this purpose, a template and scoring system was developed to enable a subcommittee to prioritize, with the results reviewed by the Superintendent/President before presentation to the Budget Committee. The Strategic Planning

Committee's review of these staffing priorities served as additional guidance to the Budget Committee in its work to reduce costs using the prioritizing rubric (SPC agenda and minutes, rubric—E6, E11).

These multiple interactions between the Strategic Planning Committee and the Budget Committee, while arduous and difficult for the individuals involved, assisted the Budget Committee in presenting to the Superintendent/President a balanced Tentative Budget that made minimal use the district's cash reserves. The Superintendent/President presented this budget to the Board of Trustees in June, 2010 after making minor adjustments based primarily on late-breaking legal advice on Title IX (gender equity). (Prior to finalizing the proposed Tentative Budget, the Budget Committee had asked the Superintendent/President if legal advice could be sought to confirm or correct contentions by the Athletics Department concerning cost increases associated with Title IX; and the Superintendent/President agreed that a legal review would be advisable—however, the legal advice was not finalized until after the May 5 deadline for the Committee's development of the Tentative Budget. The Title IX legal advice was reviewed by members of both the Strategic Planning Committee and the Budget Committee, and the Budget Committee determined that the college's Title IX Committee should provide a recommendation to the Superintendent/President on how to respond to the legal advice.) According to the requirements of the college's procedures for budget development (AP 6200), at the June 24, 2010, meeting of the Board of Trustees, the Superintendent/President presented a written justification of the modifications in the Tentative Budget to the Board of Trustees, the Academic Senate President and the Classified Senate President (BOT agenda and minutes for June 24, 2010, Tentative Budget, Memo to Board and Senates—E12, E13, E14).

As can be seen by the thoroughness of the vetting of strategic priorities and budget conditions, and by the ongoing collaboration between the Strategic Planning Committee and the Budget Committee (not to mention other campus groups such as the Title IX Committee), the development of the college's Tentative Budget for 2010-11 was a very integrated process. Moreover, in preparing the Final Budget for 2010-11, the Chief Financial Officer called together the Budget Committee on August 27, 2010, to review minor adjustments based on needs that had surfaced during the summer. This final consultation was done in accordance with AP 6200, and the CFO copied the Strategic Planning Committee on this discussion so members could attend the discussion. The Board of Trustees approved the Final Budget for 2010-11 on September 16, 2010 (Budget Committee Agenda & Minutes, 8/27/10; BOT Agenda & Minutes, 9/16/10—E7, E12).

There was one aspect of budget development for 2010-11 that was not integrated with strategic planning in the way envisioned by AP 3250: in late February, 2010, the Superintendent/President proposed to the Board of Trustees a layoff of fulltime faculty positions through the elimination of several programs. The formulation of the proposal did not involve the Strategic Planning Committee or the Budget Committee. The administration felt that significant cost reductions were necessary based on multi-year projections of dramatically lower state revenues, and concessions of this type had been discussed on campus since early in 2009 (Agenda, PowerPoint for campus meeting , 12/4/09; BOT agenda 1/21/10; Campus Meeting agendas, Spring 2009; Work Group agendas and notes, May-July, 2009—E15, E12, E16, E17). In Board meetings on March 4 and March 9, some campus constituents reported that the proposals had not come out of the strategic planning process. The issue became moot when, by the time of the second of these Board meetings, the collective bargaining units agreed to work collaboratively with the administration in support of a budget development process that would identify sufficient cost reductions, and, failing sufficient cost reductions through the regular budget development process, they committed to finding additional solutions to ameliorate the budget shortfall. With the Board's approval of the Tentative Budget, this issue was laid to rest, and the 2010-11 Budget is the result of the collaborative, integrated process described in AP 3250 and AP 6200 (BOT Agendas and Minutes, March 4 & March 9, 2010—E12).

While the Budget Committee was developing the 2010-11budget, the Strategic Planning Committee was preparing a new Strategic Plan. The 2010-13 Strategic Plan was developed in a thoroughly collaborative, reflective, and data-informed manner, using a variety of inputs and perspectives. The Strategic Planning Committee took the lead, but many faculty, staff and students contributed suggestions that worked their way into the finished product. Community members also contributed ideas through several community forums. The resulting plan is the product of approximately a year and a half of collective work. In a formal sense, the development of this new plan was initiated after the college adopted the revised planning process (AP 3250) in the early fall of 2009. Many of the ideas represented in the plan had their origin much earlier, however, in the previous Strategic Plan, or in input collected during the 2008-09 year. The current plan is considered formally adopted as of August 19, 2010, with the approval of the Board of Trustees (BOT Agenda & Minutes, 8/19/10—E12).

The 2010-13 Strategic Plan is based on committee review of the following sources of information:

- Environmental Scan conducted in 2007-08 by Madrid Consulting under a grant from the California Community Colleges Chancellor's Office
- Plumas County Economic & Demographic Profile 2008, 2009 by Center for Economic Develop of CSU, Chico Research Foundation
- Annual Student Satisfaction Surveys spring 2008, spring 2009
- Title IX Gender Equity Review conducted by Good Sports Inc. in 2008-09
- Athletic Program Review conducted by California Community Colleges Athletic Association, Spring 2009
- Confidential Employee Survey conducted by ModernThink LLC in Spring 2009 (n = 98 respondents out of 207 distributed)
- Campus Climate Survey by Political Science 140 class, fall 2009 (n = 277 respondents out of total population of 1,743)
- Historical enrollment data since 2005
- Student success data per MIS Data Mart, Student Right to Know reports, and IPEDS reports (U.S. Federal "Integrated Postsecondary Education Data System).
- Surveys of Institutional Student Learning Outcomes conducted in May 2009
- Staff vision exercise in January 2009
- Student focus groups and survey using vision exercise categories, April-May 2009
- Annual Program Reviews submitted by all college departments by Oct. 31, 2009
- Comprehensive Program Reviews
- Additional visioning exercise with all staff in January 2010, using fresh categories applicable to SEM planning, program planning and quality improvements to FRC
- Input from community forums conducted in Quincy, Chester, Greenville and Portola during 2009-10

(See E18-E32, E3 for reference documents.)

Additionally, prior to formulation of the first draft of the new Strategic Plan, several of the above data inputs were reviewed in summary form by staff at campus meetings (e.g., see Agenda and Minutes for the March 12, 2010 Budget Committee meeting—E7, E33).

The process of developing the 2010-13 Strategic Plan began formally with the implementation of a revised planning process (AP 3250) in early fall 2009. Under the new planning cycle described in AP 3250, the Strategic Plan is to be reviewed and revised every three years, and the Strategic Planning Committee determined that the 2009-10 academic year would be "Year One" of this cycle (E1, E2).

In practical terms, however, the impetus for changes to the college's Strategic Plan came somewhat earlier. In fall 2008, the Strategic Planning Committee and the new Superintendent/President

conducted a careful review of the existing 2007-2010 Strategic Plan, and after collaboration with the college's constituency groups, a revised Strategic Plan for 2008-2011 was approved by the Board of Trustees in December, 2008 (BOT Agenda and Minutes, 11/20/08-12/11/08—E12). Immediately following this review and revision process, the Superintendent/President conducted a vision exercise with all college staff on Institutional Day in January, 2009, intended as the initial basis for a long-term vision of the college's future development. An ad hoc subcommittee of the Strategic Planning Committee digested the input received from this vision exercise, organizing it into categories which were then used as the basis for surveying students and student focus groups in April and May of 2009, and as the basis for community forums held in Quincy, Chester, Greenville and Portola in subsequent months. The ideas and responses collected from these forums and the vision exercise formed a key part of the basis for a fresh revision of the Strategic Plan during the 2009-10 year (Institutional Day Agenda, 1/13/09, Campus Meeting Agenda and Input Sythesis 3/20/09 & 8/11/09, Community Forum Summary —E16, E28, E29, E32).

After revising the planning process itself in spring 2009 and early fall 2009, in fall 2009 the Strategic Planning Committee set about a fresh review as called for under the new process. The Strategic Planning Committee delegated revision of the Mission and Vision statements to an ad hoc committee organized by the Academic Senate. The Strategic Planning Committee itself reviewed sample strategic plans from other institutions during the fall 2009 semester and the first part of the spring 2010 semester, and became well acquainted with the college's needs not only by a thorough, tiered review of the Annual Program Reviews submitted in October, but also from the prioritization of staffing positions and other costs required by the budget conditions facing the college (as described above) (SPC Agendas and Minutes, 10/16/09 – 1/20/10—E6). During the late fall 2009 and throughout the spring 2010 semester, the Committee also reviewed several Comprehensive Program Reviews that were submitted during the 2009-10 year (SPC Agendas January-May 2010; Comprehensive Program Reviews—E6, E34). (As a result of reviewing these documents, not only did the Committee acquire deeper insight that would benefit the development of the new Strategic Plan, but by the time of their meeting on May 19, 2010, they realized they needed to clarify the review process so that the Committee's work on Comprehensive Program Reviews would be streamlined, and so that campus program leaders would better understand the uses to which the Comprehensive Program Reviews would be put (SPC Agendas and Minutes 5/19/10, 9/15/10—E6). See the response to Recommendation 2 for further discussion.) The Strategic

Planning Committee organized a subcommittee for initial drafting and later redrafting of a new Strategic Plan. The Strategic Planning Committee as a whole reviewed and made changes to drafts before the Plan was shared with the campus community or the Board of Trustees (SPC Agendas and Minutes, February-May 2010—E6).

After the drafting committee for the Mission and Vision statements finished its work on a first draft of a new Mission Statement in April 2010, and after the Strategic Planning Committee completed its work on a first draft of a new Strategic Plan in March 2010, all staff were allowed the opportunity to submit individual responses and suggestions for adjustments to both documents from April 1 – 15. This was accomplished by means of a general email to staff on March 31with the draft Strategic Plan attached, asking for comments by April 16. The Superintendent/President also conducted a face-to-face oral review of the draft plan on April 12 at a campus community meeting. Many suggestions and questions were received from individual staff. The same drafts were presented to the Board of Trustees for preliminary review prior to their April 15 meeting, and some Board input was received at that time. In the latter part of April, the Strategic Planning Committee made adjustments to the Strategic Plan draft based on the input received, which included a first review by the Associated Students of FRC, the Classified Senate, and the Academic Senate (Email to Staff, 3/31/10; Campus Meeting Agenda 4/12/10; BOT Agenda and Minutes 4/15/10; Agendas and Minutes of Classified Senate and Academic Senate—E35, E16,E12, E36, E37).

On May 6, after the Strategic Planning Committee made significant revisions based on the input received from individuals and from the constituent groups, the Superintendent/President issued a general email to the campus community with a newer revision of the draft plan, a summary of the comments received to date, and responses to common questions based on the initial draft (Email to Staff 5/6/10—E38). This new draft of the Strategic Plan, and a revised draft of the Mission Statement were then reviewed by Cabinet on May 6, approved by the Classified Senate on May 13, and approved by the Academic Senate on May 20. Cabinet confirmed its approval of the final drafts by an online vote during the first week of June 2010. The Board of Trustees reviewed the resulting final draft at their annual planning retreat on June 28, in preparation for adoption at the August 19, 2010 meeting. Also at the Board's June 28 retreat, the Trustees reviewed a report on accomplishments of the goals and objectives of the then-current Strategic Plan for 2008-2011 (Cabinet Agenda and Minutes, 5/6/10; Classified Senate Agenda and Minutes 5/13/10; BOT Retreat Agenda 6/28/10 and Handouts—E39, E36, E40).

The new draft Mission Statement resulted from a semester-long process that commenced with the January, 2010, Institutional Day meeting. After a review of various institutional data relevant to college planning by Dr. Taylor, Political Science Instructor Dr. Katie Desmond, and Marketing and Outreach Director Bruce Baldwin, Academic Senate President Dr. Chris Connell led college staff in a fresh visioning exercise aimed at clarifying priorities for change. A couple of weeks later, Dr. Connell presented a detailed synthesis and analysis of the input from this exercise to the Strategic Planning Committee. In addition to using this input to the new draft Strategic Plan, the Committee delegated to Dr. Connell the organization of an ad hoc drafting committee to work on new Mission and Vision statements during the spring 2010 term (Institutional Day Agenda and PowerPoints 1/14/10, SPC Minutes 1/20/10—E16, E36, E24,E28).

While the Strategic Planning Committee was preparing the new draft Strategic Plan, the ad hoc drafting committee that had been organized to work on new mission and vision statements was meeting to review the relevant input (accreditation standards, summaries of vision exercise input from January 2009 and January 2010, community forums, and input from student focus groups and student surveys), and to prepare new drafts. A new draft Mission Statement was reviewed by the Strategic Planning Committee at their meeting on April 21, 2010, and was distributed to the entire campus along with the new draft Strategic Plan in early April 2010 (Campus Meeting Agenda 4/12/10, Email to Staff 3/31/10, SPC Agenda and Minutes 4/21/10—E12,E6,E35). The draft Mission Statement was reviewed by the Academic Senate on April 14, 2010 and May 12, 2010, where additional revisions were suggested, and the Senate passed the revised draft on May 17, 2010 (Agendas and Minutes—E37). It was reviewed by the Classified Senate on April 20, 2010 and passed as revised on May 18, 2010 (Agendas and Minutes—E36). The Associated Students of Feather River College reviewed and approved the draft in late spring 2010. Cabinet approved the draft mission statement as revised at their meeting on May 6 and via online consultation in early June. The Board of Trustees reviewed the initial re-draft in April 2010, and reviewed the revised draft at their planning retreat on June 28, 2010, and approved the final draft as part of a revised Board Policy 1110, Mission Statement on Sept. 16, 2010 (BOT Agendas and Minutes, BOT Retreat Agenda 6/28/10—E12,E40). The college's Vision Statement has not yet been revised based on the input collected in 2009 and 2010; the Strategic Planning Committee is re-assigning this drafting project to a new ad hoc committee, which is expected to propose a new draft towards the end of the Fall 2010 term (SPC Agenda 10/20/10—E6).

Next Steps

Along with work on a new Strategic Plan and new Mission Statement, the college has been preparing to update its Education Plan, and to consolidate the Education Plan and Student Services Plan into a single Education Master Plan to serve as a renewed basis for longer-term planning. The Strategic Planning Committee intends to complete the consolidation work during the 2010-11 academic year, at the same time that the Facilities Committee and campus constituents are working with an architectural consultant on a new Facilities Master Plan.

One important aspect of the longer-term picture for planning at Feather River College is the college's continuing work on Strategic Enrollment Management (SEM). This work was initiated several years ago, but acquired new impetus in fall 2008 when the new Superintendent/President asked the SEM Committee to reconvene and push forward with work towards a comprehensive SEM plan. The work initially focused on addressing the immediate challenge of the "Good Neighbor threshold," for which a plan was developed and presented to the Board of Trustees in January 2009 (BOT Agenda and Minutes—E12). With the departure of the college's Chief Student Services Officer in June 2009, who had chaired this effort, and the hiring of an Interim CSSO on November 1, 2009, the effort has been renewed, and is expected to feed materially into the updated Education Plan. During the spring 2010 semester, Interim CSSO Dr. Lisa Kelly worked with the SEM Committee to develop a new matrix for SEM data, and organized several work sessions with program leaders to assemble data and input. During the 2010-11 year, this work is expected to proceed in a collaborative effort between Instruction and Student Services, resulting in improved matriculation service to students, new student recruitment goals, and an improved schedule of course offerings. Inevitably, the insights from this SEM work will add new impetus to the development of an improved Educational Master Plan for the 2010-2020 decade.

Next steps for further strengthening and developing the college's integrated planning-and-budgeting process include:

- Complete the development of action plans for implementation of objectives in the 2010-13 Strategic Plan. August-October, 2010.
- Have appropriate committees review and revise Strategic Plan action plans for feasibility, timeline and appropriate assignment of responsibility; revise timelines for these 'next steps' accordingly. September-October, 2010.

- Report to Board of Trustees concerning progress on 2010-13 Strategic Plan goals and objectives. May 2011.
- Update and enhance budget practices to provide more clarity and confidence in budget committee review; extra budget resources will ensure financial resources are adequate to support quality programs and services. 2010-11. (Strategic Plan Objective 3.2.4)
- Pursue grants to support the college mission and to fulfill the goals and objectives of the strategic plan and the academic planning guidelines contained in the Education Plan. 2010-13. (Strategic Plan Objective 3.2.2)
- Evaluate the annual planning process, and use the findings to improve integrated planning. May 2011. (Strategic Plan Objective 1.1.1)
- Review and update the college Mission and Vision statements. November 2010.
- Ensure that all communication and planning processes (e.g., program review, marketing and outreach) include opportunities for regular assessment, discussion of effectiveness, and revision. 2010-11 and ongoing. (Strategic Plan Objective 4.2.3)
- Develop a timeline for regular evaluation of core values, ethics, mission and vision. September 2010. (Strategic Plan Objective 1.1.1)
- Implement governance committee review of accreditation rubrics for planning, program review, and student learning outcomes, leading to full implementation of action plans. 2010-11. (Strategic Plan Objective 2.1.1)
- Hold campus meetings to further clarify and demonstrate the links between campus planning (such as facilities planning) and the strategic plan. Late fall 2010, and ongoing. (Strategic Plan Objective 4.1.2)
- Update the Education Plan based on an analysis of 2009-10 annual program reviews and external data collected, providing for a new section on potential future programs based on external data and input, and folding the Student Services Plan into the Education Plan to produce an Educational Master Plan. Fall 2010. (Strategic Plan Objective 2.4.3)
- Expand and reinstate student learning opportunities in appropriate fields and disciplines based on the Educational Master Plan. 2010-11. (Strategic Plan Objective 1.1.6)
- Complete a Strategic Enrollment Management Plan that will provide consistent review and evaluation upon which to make recommendations to the Strategic Planning Committee. 2010-11. (Strategic Plan Objective 2.4.2)
- Implement the Strategic Enrollment Management Plan to maximize FTES apportionment revenue, and to bring new students to Plumas County. 2010-13. (Strategic Plan Objective 3.2.3)
- Complete a distance education plan including policy suggestions and program recommendations to promote the offering of quality online instruction. 2010-12. (Strategic Plan Objective 2.4.1)
- Complete a facilities master plan, including systematic upgrades to existing facilities. Fall 2010. (Strategic Plan Objective 3.4.1)
- Regularly update a plan for facility and equipment replacement and general maintenance, to ensure safety, efficiency, effectiveness and a quality learning environment. 2010-13. (Strategic Plan Objective 3.4.4)
- Develop a staffing plan that aims at recruiting and retaining high-quality employees, diversifying faculty and staff, and providing a succession plan to address the near- and short-term retirement vacancies of employees, as appropriate for institutional effectiveness and student success. 2010-11. (Strategic Plan Objective 3.1.3)

- Complete an analysis of student employment and develop a new plan and process for improving student employment practice [involves a resource allocation process]. 2010-11. (Strategic Plan Objective 3.1.5)
- Develop, analyze and potentially implement an alternative academic calendar. 2010-12. (Strategic Plan Objective 1.1.2)
- Build a stronger connection with the college's geographically expansive community by identifying needs and interests and working to meet them. 2010-12. (Strategic Plan Objective 1.1.7)

Evidence for Recommendation 1

To assist the visiting accrediting team in verifying Feather River College's progress on the recommendations, the following samples of evidence have been made available for review for Recommendation 1:

Evidence 1. Administrative procedure: AP3250 Institutional Planning.
Evidence 2. Flowcharts for annual and multi-year cycle for institutional planning.
Evidence 3. APR binder for Fall 2009, containing all APRs & budget sheets.
Evidence 4. Template for APR Review, Strategic Planning Committee.
Evidence 5. Superintendent/President Email to Administrators, Jan. 11, 2010, 7:39 a.m.
Evidence 6. Strategic Planning Committee Agendas and Minutes (including joint SPC & Budget meetings).
Evidence 7. Budget Committee Agendas and Minutes.
Evidence 8. Memo "SPC to Budget_030510.doc".
Evidence 9. Decision Making Rubric for Budget Committee.
Evidence 10. Email and attachment 3/29/10 8:48 a.m.; Email and attachment 4/19/10 5:22 p.m.; Campus Meeting Powerpoint, 4/12/10.
Evidence 11. Email and attachments 4/1/10 9:08 p.m.; Table of staffing positions and rubric for scoring by SPC subcommittee.
Evidence 12. Board of Trustees Agendas and Minutes.
Evidence 13. Tentative Budget for 2010-11.
Evidence 14. Superintendent/President's Memo to Board and Senate Presidents on adjustments to Tentative Budget, June 24, 2010.
Evidence 15. Agenda and PowerPoint for Campus Meeting, 12/4/09.
Evidence 16. Campus Meeting agendas spring, 2009.
Evidence 17. Work Group agendas and notes, May-July, 2009.
Evidence 18. Environmental Scan conducted in 2007-08 by Madrid Consulting under a grant from the California Community Colleges Chancellor's Office.
Evidence 19. Plumas County Economic & Demographic Profile 2008, 2009 by Center for Economic Develop of CSU, Chico Research Foundation.
Evidence 20. Annual Student Satisfaction Surveys Spring 2008, spring 2009.
Evidence 21. Title IX Gender Equity Review conducted by Good Sports Inc. in 2008-09.
Evidence 22. Athletic Program Review conducted by California Community Colleges Athletic Association, spring 2009.
Evidence 23. Confidential Employee Survey conducted by ModernThink LLC in spring 2009.

Evidence 24. Campus Climate Survey by Political Science 140 class, fall 2009.
Evidence 25. Historical enrollment data since 2005—sample of spreadsheet prepared by Bryon Hughes.
Evidence 26. Student success data per MIS Data Mart, Student Right to Know reports, and IPEDS reports—samples as distributed in 2009-10.
Evidence 27. Surveys of Institutional Student Learning Outcomes conducted in May 2009.
Evidence 28. Staff vision exercise in January 2009—summary of input as presented in campus meeting 3/20/09.
Evidence 29. Student focus groups and survey using vision exercise categories, April-May 2009—synthesis as presented Institutional Day August 2009.
Evidence 30. Comprehensive Program Reviews—those submitted, reviewed in 2009-10.
Evidence 31. Additional visioning exercise with all staff in January 2010, using fresh categories applicable to SEM planning, program planning and quality improvements to FRC. Institutional Day Agenda, 1/14/10; SPC Minutes, 1/20/10.
Evidence 32. Input from community forums conducted in Quincy, Chester, Greenville and Portola during 2009-10—summary as distributed in SPC 2/3/10.
Evidence 33. Campus Meeting Agendas, 2009-10.
Evidence 34. Feather River College program review website (posted CPRs).
Evidence 35. Superintendent/President Email to Staff with Draft Strategic Plan, 3/31/10 4:44 p.m.
Evidence 36. Classified Senate Agendas and Minutes, Spring 2010.
Evidence 37. Academic Senate Agendas and Minutes, Spring 2010.
Evidence 38. Superintendent/President Email to Staff with Revised Draft of Strategic Plan, Summary of Comments Received, and Responses to Common Questions, 5/6/10 8:42 a.m.
Evidence 39. Cabinet Agenda and Minutes, 5/6/10.
Evidence 40. Board of Trustees Retreat Agenda 6/28/10 and Handouts.

Recommendation 2: Program Review

Action Letter:
 "The team recommends that the college instructional program review process be expanded and the non-instructional program review process implemented, to include student services, library and learning support services; where each incorporates good practices, ongoing and timely reviews, data analysis and assessment to support student learning achievement; and is fully integrated into institutional planning and budget processes. (Standards I.B, I.B.1, II.A.1.b, II.A.1.c, II.A.1.e, II.A.2.f, II.B.1, II.B.3.c, II.C.1, II.C.1.a, III.A.1, III.A.4, III.B.3, IV.A.1, IV.A.3, IV.A.5, IV.B.2, IV.B.2.b)"

Leadership Team for Response
        The team that successfully completed and expanded upon the actions required for this recommendation consisted of Dr. Ron Taylor, Superintendent/President, Dr. Michael N. Bagley, Chief Instructional Officer and Accreditation Liaison Officer, Dr. Lisa Kelly, Interim Chief Student Services Officer, Mr. Brian Murphy, Director of Institutional Research and Planning, and the members of many governance committees, most notably, the Strategic Planning Committee (SPC). The Strategic Planning Committee oversaw the adoption of the new program review process that was started in the 2009-2010 academic year and helped jump start the improvements of the process that will take place in the 2010-2011 academic year.

        The following table shows a chronological listing of activities that took place to generate the above-noted accomplishments. A significant majority of the evidence for these accomplishments is found in the minutes and handouts of the activities found in this table.

Work Plan / Actions Taken for Recommendation 2

Recommendation 2: Program Review	**Responsible Parties**	**Completion Date**
Convene a discussion to settle on a definition of "program" and post resulting definition	Bagley, Council on Instruction, SPC	Aug. 21, 2009
Add description of program review to AP 3250, review AP 6200 and 2510 for possible modifications needed after AP 3250 adjustment	SPC	Sept. 3, 2009
Develop comprehensive, institution-wide schedule for program review	SPC	Sept. 18, 2009
Develop revised/updated template for annual program review and comprehensive program review for instructional programs	Bagley, SPC, Council on Instruction	Sept. 18, 2009
Develop revised/updated template for annual program review and comprehensive program review for student services programs	Bagley, SSC	Sept. 18, 2009

Develop revised/updated template for annual program review and comprehensive program review for administrative service programs	Bagley, Taylor, President's Staff	Sept. 18, 2009
Complete and post remaining 2008-09 instructional program reviews	Bagley, Presnell, Office of Instruction	Sept. 18, 2009
Complete and post 2009-10 instructional program reviews	Bagley, Presnell, Office of Instruction	Sept. 18, 2009
Provide training to COI on how to guide faculty for writing newly implemented annual program reviews	Bagley	Oct. 22, 2009
Discuss use of website for program review archiving and communication	Bagley, Presnell, President's Staff	Nov. 10, 2009
Provide training to SPC on how to review annual program reviews with view to institutional planning	Taylor	Nov. 12, 2009
Comprehensive Program Reviews due from administrative services areas: Bookstore, Office of Instruction, and Athletics.	Scoubes, Bagley, Trueblood	Dec. 1, 2009
Discuss further how annual program reviews will be reviewed	Taylor, SPC	Dec. 7, 2009
Review annual program reviews for integration to Strategic Plan	Kelly, SSC	Dec. 9, 2009
Study annual program review summaries and discuss as input to the Strategic Plan update; review APR process.	Taylor, SPC	Dec. 11, 2009
Discuss how program reviews will be utilized by the SPC	Kelly, SSC	Dec. 15, 2009
Assign administrators to read all APRs in their area and give analysis/priorities for later input to Strategic Plan update	Taylor	Dec. 21, 2009
Administrative overviews of APRs due	Scoubes, Bagley, Kelly, Taylor	Jan. 18, 2010
Provide training to SPC on how to review comprehensive program reviews and the difference between APRs and CPRs in planning	Taylor	Jan. 20, 2010
Assign SPC members to review comprehensive program reviews	Taylor	Feb. 3, 2010
Discuss how annual program reviews will be used to update strategic plan and have data analysis	Kelly, SSC	Feb. 16, 2010
Discuss integration of APRs and CPRs with Strategic Plan	Kelly, SSC	March 10, 2010
Review draft 2010-2011 budget and discuss connection to program review and Strategic Plan	Scoubes, Taylor, SPC, Budget Committee	March 12, 2010
Meet to update work plan for accreditation Follow-Up Report	Taylor, Litz	March 26, 2010
Review the way planning, accreditation, and	Bagley, Blackford,	March 29, 2010

related documents are presented on the website and propose changes through ad-hoc Communications Committee	Kelly	
Comprehensive program reviews due from Student Services: A&R, FA and CDC for inclusion in Strategic Planning process	Kelly, SPC	April 12, 2010
Discuss use of program reviews to assist in developing faculty staffing plans	Bagley, COI	April 15, 2010
Review Oregon State University template for peers to review comprehensive program reviews	Cormack, SPC	April 21, 2010
Analyze process for the review of comprehensive program reviews	SPC	April 27, 2010
Train SPC on how to use template for reviewing comprehensive program reviews	Taylor	May 19, 2010
Discuss how SLOAC process can be expanded in comprehensive program reviews	Kelly, SPC	June 16, 2010
Review plan for comprehensive program reviews to be discussed at SPC	Taylor, SPC	Aug. 11, 2010
Brian Murphy, IR, to meet with IR Oversight group to update student services annual program review – with better data elements	Murphy, Kelly, IR Oversight group	Sept. 3, 2010
Review BP3260 and AP 3260 for Integrated Program Review	Bagley, SPC	Sept. 15, 2010
Annual program reviews due to President's Office	Program Heads	Oct. 15, 2010
Give APRs to SPC for first review and comparison to strategic plan objectives, and to Budget Committee for initiation of 2011-2012 budget development	Taylor, Murphy, SPC, Budget Committee	Oct. 20, 2010
Assign administrators to read all APRs in their area and give analysis/priorities for budget and Strategic Planning	Taylor	Oct. 20, 2010
Review APRs and Strategic Plan objectives in relation to budget requests	Taylor, Scoubes, Budget Committee, SPC	Nov. 2010
Complete revisions to AP/BP 3260	Taylor, SPC	Oct. 20
Approve revised AP/BP 3260	Bagley, Cabinet	Nov. 4, 2010
Approve BP 3260	Taylor, BOT	Nov. 18, 2010
Administrative overviews of APRs due	Taylor, Scoubes, Bagley, Kelly, et al.	Dec. 17, 2010
Present and review fall 2010 comprehensive program reviews	CPR writers, campus community	Feb. 2011

Summary Description of Work Plan Activities, and Current Status

      Significant work has been completed since the previous Follow-Up Report and Site Visit that directly addresses and resolves Recommendation 2. The determination of what areas will complete an annual program review and/or a comprehensive program view has been completed along with appropriate time-lines for their completion (Comprehensive program review timeline – E1). A review process for both annual and comprehensive program reviews has been adopted, completed (Minutes for SPC, Dec. 7, 2009, Feb. 3, 2010, April 27, 2010, May 19, 2010 and Aug. 11, 2010 – E2), and reviewed for improvement as seen in the development of integrated program review policy and procedures (draft BP/AP 3260 – E3). Assessment and data analysis has been expanded in program review development and program reviews have been used as justification for budget allocations and institutional priorities (Minutes for SPC, March 31, 2010; minutes COI, April 15,2010; minutes SSC, June 16, 2010 – E4).

      The efforts and progress for program review development, improvement and expansion were guided by the Accrediting Commission for Community and Junior College's (ACCJC) rubrics for evaluating institutional effectiveness (ACCJC rubrics, planning and program review - E5). Similarly, the ACCJC rubric helped guide the college's integrated planning process. Feather River College successfully implemented a fully integrated planning process during the 2009-2010 academic year that resulted in a Board-approved 2010-2013 Strategic Plan. The two things that were most notable were: 1) the full campus participation in the development of the plan, and 2) the heavy utilization of program review information in all aspects of planning, especially the update of the 2010-2013 Strategic Plan and the development of the 2010-2011 budget (Minutes for Budget Committee, March 12, 2010 – E6). Indeed, the reflection and solidification of this planning process helped strengthen and refine the program review process itself.

      Work on Recommendation 2, concerning program review expansion and improvement, continued in fall 2009 with activities implementing the planning system that had been formally adopted. At the heart of this work was the completion of annual program reviews (APRs) for academic, student service and administrative programs (Sample annual program reviews – E7). The information contained in these annual program reviews was used as input for budget development and revision of the Strategic Plan (Minutes for SPC, Nov. 12, 2009 – E8). Lead administrators were given the task to summarize annual program reviews in their area, with a directive to highlight any trends or findings that could have implications for the Strategic Plan (Sample APR summaries – E9).

The Strategic Planning Committee spent the latter portion of the fall 2009 semester focused on reviewing the annual program reviews that had been submitted by all programs and departments at the end of October 2009. These annual program reviews contained updates on goals and objectives, summaries of work completed the prior year, and program-level budget proposals for the next academic year (E7). Administrator summary notes based on annual program reviews were also made available so that SPC members could see additional input and prioritization suggestions from area leads (E9). The process was to view program plans and notes in conjunction with proposed program budgets. When questions and/or concerns regarding institutional priorities arose in the budget process, the Strategic Planning Committee was asked to respond. The discursive effort between the two committees was key to the resource allocation process.

The expansion and improvement of the program review process helped clarify priorities for Feather River College. This clarification resulted in a clearer delineation of the review process and its resulting uses. The annual program review is a summary document that is about short-term goals and actions (Template annual program review – E10). It reemphasizes the importance of process especially with regard to annual budget development and Strategic Plan priorities. On the other hand, the comprehensive program review is the culmination of multiple annual program reviews where trends are analyzed and longer-term goals and budget needs are established (Template comprehensive program review – E11).

Per the comprehensive program review schedule, nine comprehensive program reviews were completed in the 2009-2010 academic year, from the administrative Office of Instruction program review to the student services comprehensive review of the Financial Aid Office (E1). The comprehensive program review is a more thorough document than the annual program review, where a reader can gain true insight about a program, its challenges and its successes. Comprehensive program reviews utilize and expand upon annual program review's summaries and data trends, but require much more analysis and evidence to support recommendations for program improvements and expansions, including reflection on student learning outcomes. Indeed, Strategic Planning Committee members were assigned to read and summarize findings from the completed comprehensive reviews to provide guidance and evidence for modification to the 2010-2013 Strategic Plan (Minutes SPC, Feb. 3, 2010 – E12).

President Taylor developed a template/rubric for reviewing comprehensive program reviews and gave it to members of the Strategic Planning Committee for this important task in the spring 2010 semester (Template to review CPRs – E13). Specifically, the template facilitated the identification of new needs or ideas that could be useful or important at an institutional level for a revised strategic plan and/or to identify possible priorities to refer to the Budget Committee. After discussion and explanation, the following reviews of comprehensive program reviews were assigned (Minutes SPC, April 27, 2010 – E14):

  Admissions and Records --- Nick Boyd and Merle Trueblood
  Athletics & Health & Exercise Studies --- Lisa Kelly & Terrie Rose-Boehme
  Bookstore --- Darla DeRuiter
  Child Development Center --- Jamie Cannon and Michael Bagley
  Financial Aid Office --- Russell Reid and Jim Scoubes
  Office of Instruction --- Chris Connell
  Language Arts --- Jamie Cannon

It should be noted that though members of the Strategic Planning Committee agreed that initial reviews of comprehensive program reviews would be delegated to small sub-committees and then brought back to the whole committee for presentation and follow-up questions, the process was burdensome and members continued to seek ways to refine this process (SPC Minutes April 27, 2010 and Bookstore CPR review handout—E14). One notable example was provided by the Director of Financial Aid, Barbara Cormack, who shared the peer review process done by Oregon State University that included greater public review of program reviews. She noted that this more public process for review had been successful (Minutes SPC, April 21, 2010 – E15)

  The reflection of the process for developing and reviewing program reviews was taken seriously by all of the governance committees, especially the Strategic Planning Committee and Budget Committee. The summative result for this complex process was the final 2010-2013 Strategic Plan and the 2010-2011 final budget. In addition, it inspired the reflection that led to the creation of a board policy and administrative procedure for integrated program review (draft BP/AP 3260 Integrated Program Review - E3) that applies to academic, student services and administrative program reviews. As of this writing, the approval process is underway in two of the major governance committees on campus, Cabinet and the Strategic Planning Committee.

Next Steps

Next steps for further strengthening and developing the college's integrated program review process include the following:

- Finish revisions to AP/BP 3260, Integrated Program Review, and complete approval process. December 2010.
- Evaluate system of communicating and storing program review information for both internal and external reviewers, especially in regard to the campus website. January 2011.
- Implement new review process for comprehensive program reviews. February 2011.
- Update annual and comprehensive program review templates to include the recommended changes to the data elements and assessment portion of program reviews as noted by the Office of Institutional Research and Planning. March 2011.
- Incorporate progress made on student learning outcome measurement and analysis within comprehensive program review templates. December 2011.

Evidence for Recommendation 2

To assist the visiting accrediting team in verifying Feather River College's progress on the recommendations, the following samples of evidence have been made available for review for Recommendation 2:

Evidence 1. Timeline for comprehensive program review.
Evidence 2. Minutes from SPC (Sept. 18, 2009 and Sept. 15, 2010) that show discussion and development of comprehensive program review timeline.
Evidence 3. Draft administrative procedure and Board policy 3260: Integrated Program Review.
Evidence 4. Minutes for SPC, March 31, 2010; minutes COI, April 15, 2010; minutes SSC, June 16, 2010.
Evidence 5. ACCJC rubrics, planning and program review.
Evidence 6. Minutes for Budget Committee, March 12, 2010.
Evidence 7. Sample annual program reviews.
Evidence 8. Minutes for SPC, Nov. 12, 2009.
Evidence 9. Sample APR summaries by administrators.
Evidence 10. Template annual program review.
Evidence 11. Template comprehensive program review.
Evidence 12. Minutes SPC, Feb. 3, 2010.
Evidence 13. Template to review CPRs.
Evidence 14. Minutes SPC, April 27, 2010; Bookstore CPR Review Handout.
Evidence 15. Minutes SPC, April 21, 2010.

Recommendation 4: Research Planning (Systems)

Action Letter:
"The team recommends that the college refine its process for the incorporation of data from its various service areas that assist in planning activities, ensuring that all necessary information is entered into the system so the widest range of research and planning information can be extracted. (Standards I.B.5, I.B.6, and I.B.7)"

While the accrediting team found that "with the current plans in place, the college meets this standard" the college is providing an update to notify the accrediting team of the college's further developments in this area and to demonstrate the complete resolution of the deficiencies that originally led to the recommendation.

Leadership Team for Response
The Institutional Research Oversight Group (IROG) had been leading the incorporation of data for Feather River College at the time of the November 2009 visit. Since then, an Institutional Researcher (IR), Brian Murphy (Coordinator of Research and Planning), was hired and reported to work on May 20, 2010. Shortly after, the Research and Planning Leadership Group (RPLG) was formed, composed of the Superintendent/President, Dr. Ron Taylor, the Interim Chief Student Services Officer, Dr. Lisa Kelly, the Chief Instructional Officer, Dr. Michael Bagley, and the IR, Brian Murphy. Collectively, these two groups, the IROG and RPLG, have worked together to develop data for use in planning, decision making, and assessment. The work plan below provides the timeline leading up to the hiring of the institutional researcher, accomplishments related to institutional research, and future milestones regarding data development.

Work Plan / Actions Taken for Recommendation 4

Recommendation 4: Research Planning (Systems)	Responsible Parties	Completion Date
Discuss 320 Report for FTES and the Banner 8 conversion	SSC	Nov. 11, 2009
Discuss Banner migration in relation to planning, budget, and technology	President's Staff	Feb. 22, 2010
Convene hiring committee for IR	Cannon	March 2010
Establish hiring instrument	Cannon and Selection Committee	March 2010
Review the SEM matrix feedback from IROG and revise matrix if necessary	Bagley, Kelly	April 9, 2010
Review feedback from IROG to continue matrix development	Kelly, Bagley, SEM	April 16, 2010

Select and make offer to new IR candidate	Selection Committee	April 2010
Establish start-up plan for IR; set up transition for IR hire	IROG, Bagley, Kelly	May 11, 2010
Report to first day of work	Murphy	May 20, 2010
Contact Erik Cooper (Director of Planning, Research, and Student Success, Yuba College) to discuss best practices	Murphy	May 20, 2010
Form Research and Planning Leadership Group (RPLG). Set IR work plan, determine broader implications of college requests, identify cross-utilization	Taylor, Bagley, Kelly, Murphy	May 27, 2010
Join Strategic Enrollment Management Committee (SEM)	Murphy, Kelly	June 2, 2010
Make first contact with CCCCO RP list serve	Murphy	June 3, 2010
Seek out mentors at other community colleges	Murphy	June 4, 2010
Attend CCC Assess Project Conference to build network	Murphy	June 11, 2010
Meet Jim Barr (Senior Research Analyst, American River College) to discuss role of IR and best practices	Murphy	July 6, 2010
Attend Association for Institutional Research Foundations I Institute	Murphy	July 17, 2010
Meet with Stephen Maack (Principal, REAP Change Consultants) to discuss role of IR and best practices	Murphy	July 30, 2010
Join Institutional Research Oversight Group (IROG) to hear past work and discuss research methods	Murphy	Aug. 10, 2010
Join Student Learning Outcome Assessment Committee	Murphy, Bagley	Aug. 10, 2010
Join Strategic Planning Committee	Murphy, Taylor	Aug. 11, 2010
Determine Instructional Program Review data needs	Bagley, Hughes, Murphy	Aug. 12, 2010
Formulate mission statement for Institutional Research and Planning Office	Taylor, Bagley, Kelly, Murphy	Aug. 13, 2010
Introduce new IR to college at large on Institutional Day	Taylor	Aug. 17, 2010
Introduce data warehouse concept to college at large	Murphy	Aug. 17, 2010
Join Banner User Group Committee (FUN)	Murphy, Kelly	Aug. 24, 2010
Identify critical data entry needs and processes	FUN group	Ongoing
Attend Center for Economic Development Plumas County workshop	Murphy	Sept. 2, 2010
Build initial data warehouse. Update with new fields as data needs arise	Murphy	Sept. 7, 2010

Populate data warehouse on fall and spring census dates to enable longitudinal tracking.	Murphy	Sept. 13, 2010
Provide program review data for annual and comprehensive program reviews	Murphy	Sept. 14, 2010
Visit by Strata Information Group (SIG) database consultant Steve Swatzell	Kelly	Sept. 14-16, 2010
Attend RP Group Regional Meeting	Murphy	Sept. 23, 2010
Attend RP Group Student Success Conference	Murphy	Oct. 8, 2010
Visit by SIG project management consultant Dave McGregian	Cannon	Oct. 25-26, 2010
Finalize project plan for Banner 8 upgrade	Cannon, Boyd	Nov. 1, 2010
Develop standard enrollment breakout reports for administrative briefings	Murphy	Nov. 2010
Receive training on improvements for data entry in Banner from SIG consulting	Cannon, FUN	Ongoing
Go live with Banner 8 upgrade	Boyd	April 1, 2011
Attend Association for Institutional Research Foundations II Institute	Murphy	July 2011
Produce Data Book for college community	Murphy	Sept. 26, 2011

Summary Description of Work Plan Activities, and Current Status

Significant accomplishments and improvements have occurred in the year since the previous Follow-Up Report and Site Visit. The college has finished a campus-wide integration of the Banner 7 software that has allowed for elimination of shadow data systems and more communication and sharing of data across work groups. Three active groups, IROG, RPLG, and FUN are busy focusing on data acquisition, quality, usage and communication, as well as systems improvements to support institutional effectiveness. Additionally, planning groups such as the Strategic Planning Committee (SPC), the Student Learning Outcomes Assessment Cycle (SLOAC) Committee, and the Strategic Enrollment Management (SEM) Committee continue to utilize relevant data in their work. Though there are many people and events that have led to the improvement of data integration and usage on campus, two key things were the catalyst: 1) the hiring of a full-time institutional researcher and 2) the achievement of implementing Banner.

The following paragraphs will elaborate on the primary themes seen in the work plan in the table above: 1) hire an institutional researcher, 2) provide training to new researcher, 3) develop a plan for the

institutional research and planning office (IRPO), 4) determine college data needs and disseminate needed data, 5) ensure necessary data can be housed in Banner, and 6) set up a data warehouse.

First, Brian Murphy, Coordinator of Research and Planning, was hired in May 2010. Murphy, while skilled at analysis and data presentation, came from a consulting background and was new to education and institutional research. An employee development plan was needed. Prior to his arrival, the Institutional Research Oversight Group (IROG), Lisa Kelly (Associate Dean of Student Services), and Michael Bagley (Chief Instructional Officer) met to establish a start-up plan for Murphy. A comprehensive development plan was established with input from Murphy, Ron Taylor (Superintendent/President), Kelly, and Bagley (Development Plan for Coordinator of Institutional Research and Planning—E1). As part of the plan, Murphy would seek to connect with senior colleagues at other institutions. Through the CCCCO RP list serve, Murphy sought mentorship. Jim Barr (Senior Research Analyst, American River College), Stephen Maack (Principal, Reap Change Consultants), and Erik Cooper (Director of Planning, Research, and Student Success, Yuba College) each spent at least one full day working with Murphy discussing best practices for institutional research at Feather River College. Murphy has remained in contact with these mentors on an as-needed basis.

In order to build a broader base of contacts and gain a greater depth of knowledge of the practice of institutional research, Murphy attended the Association for Institutional Research (AIR) Foundations I institute. The Institute was a five-day intensive training held in Cleveland, OH. Murphy participated in the Strategies of IR, Data Management and Administration, Statistics for Institutional Research, and Using National Data Sets modules. Murphy has also recently attended the Plumas County workshop presented by the Center for Economic Development of California State University, Chico—providing him with a grounding in regional economic and demographic factors. And most recently, Murphy attended the RP Group Sacramento Regional Meeting on September 23, 2010, receiving additional opportunities for development of useful contacts and research context for Feather River College. As of this writing, Murphy intends to continue his professional development by attending:

- RP Group Student Success Conference October 6-8, 2010
- AIR Foundations II Institute July 2011
- Any conference or meeting that will aid the IRPO in its mission that also is acceptable on a budget and time basis

Shortly after Murphy's arrival, the RPLG was formed. The group is composed of the following individuals: the Superintendent/President, the Interim Chief Student Services Officer, the Chief Instructional Officer, and the Coordinator of Research and Planning. It meets bi-weekly and identifies institutional research and planning priorities and goals. Additionally, the group explores the application of findings. The RPLG also defined the mission of the IRPO:

> Mission: The Institutional Research and Planning Office will support the college in its mission of facilitating high quality learning. It will accomplish this by striving to provide accurate and timely information to college stakeholders and the community at large. Through its actions, the office will provide a foundation for informed decision making and support an institutional culture of inquiry.
>
> The Office will:
> Support institutional planning.
> Serve as a clearinghouse of college descriptive statistics as required by internal and
>   external users.
> Provide support in the interpretation of data.
> Offer feedback on data collection processes to data gatherers.

The IROG provides Murphy with a sounding board to discuss research methodology. This group meets as needed to discuss the college's research needs. In addition to IROG, the institutional researcher uses a "consultation network" to identify college data needs. Murphy has joined several committees to identify the data needs of the college, including:

- Strategic Enrollment Management Committee
- Strategic Planning Committee
- Student Learning Outcomes Assessment Committee
- Functional Users Network (FUN) Committee

These committees span much of the college community. Additionally, outside these committees, Murphy has many contact channels for the members of the College community to contact him. The options for communicating research needs include regular office hours for in-person contact, e-mail contact, and telephone.

The institutional researcher has initiated work on a comprehensive data warehouse, as planned, by downloading data from the Banner system as of the fall semester census (FRC Data Warehouse—E2). Murphy may also, from time to time, through contact with colleagues outside the College, find new data

that is beneficial to the College. When such information is found, he may present it in committee meetings, to the IROG, to the RPLG, to the SPC, or to the college community as a whole.

The Coordinator of Research and Planning is a member of the FUN committee (<u>FUN Committee Agenda, Aug. 24, 2010—E3</u>). This committee provides a forum for improving data entry into the Banner System. The committee meets bi-weekly. Periodically there is the opportunity for training with the Strata Information Group (SIG) Consultants on best practices for data entry into the Banner System (<u>SIG contract, consultancy description—E4</u>).

The implementation of the Banner database system has been complete for several months; however, the college is now engaged in working with SIG and the college's lead Banner users to prepare for the required upgrade to Banner 8 in spring 2011. This preparation has enabled the college to re-examine its business processes as well as to ensure responsibility for data entry and accuracy is clear and continuous. The college has committed permanently to a robust data-support system, as evident in its recent contracting of SIG to review its capacity in database administration and project management.

In addition to developing its capacity in data support and institutional research, Feather River College has continued to use relevant data in its decision-making processes over the last year. The Strategic Planning Committee made use of a wide variety of data in preparing a new Strategic Plan (see Recommendation 1); President's Staff has a regular agenda item on the status of college enrollment (<u>Agenda 10/4/10—E5</u>); the MIS Specialist continues to distribute reports to administrators on student success and demographics (<u>MIS Reports, fall 2010—E6</u>); and the ongoing program review process ensures review of relevant information at the program level, as well as at the institutional level in the Strategic Planning Committee (see Recommendations 1 and 2). Ongoing work on student learning outcomes in the SLOAC Committee, at the program level for individual programs, and in Student Services Council, has further ensured a continuing emphasis on data-based decision-making (<u>SLOAC Agendas and Minutes; SSC Minutes 11/11/09—E7,E8</u>). Moreover, ongoing work towards a comprehensive Strategic Enrollment Management (SEM) Plan has involved thorough review of program-level enrollments, costs, student success, placement and articulation information (<u>see matrix developed by CSSO and SEM Committee—E9</u>). This work will continue, fulfilling Strategic Plan Objective 2.4.2.

All-staff meetings have continued to highlight data relevant to institutional planning. On December 8, for example, the college's Political Science 140 class reported to the campus community on their campus climate study conducted in fall 2009 (Campus Climate Survey Report, 12/8/09). Institutional Day in January 2010 included a synthetic review of input from students and staff from the Vision Exercise conducted in spring 2009, and a review of employee survey data from the same time period (Institutional Day Agenda 1/1410; Vision Exercise Key Points Report; Handout Summary of Employee Survey Data—E11). At Institutional Day in August 2010, the new researcher briefed staff concerning his plans for a data warehouse, and development of data for Annual Program Reviews and Comprehensive Program Reviews, as well as other data available; and the CSSO briefed staff on the data categories, assumptions and process for Strategic Enrollment Management (Institutional Day Agenda 8/1710; IR PowerPoint; SEM PowerPoint—E12). Most recently, the researcher has provided data sets for program leaders as they complete their Annual Program Reviews for submission by October 15 (Sample APR Data Set, fall 2010—E13).

Next Steps

The creation of a data warehouse will allow for storing and effective utilization of the widest range of research and planning information that can be extracted. The warehouse will be based on data from the Banner System and other data bases which can be accessed to supply information on the college community (i.e. surveys, test results, GIS data, etc.). The warehouse will allow for longitudinal analysis of data stored.

To achieve this project, the institutional researcher will work collaboratively with the groups identified in "determining college data needs" above. Additionally, the institutional researcher will work closely with the college's MIS department to determine the most efficient way to retrieve needed data from college systems. Other methods for collecting data not stored in Banner such as surveys will be explored by the institutional researcher and the IROG. The data warehouse will allow for the accessing of data at related points in time that are critical to research, planning, and program review. Data will be imported into the warehouse on census date for spring and fall each year. Also, data for each term will be added at the end of the said term.

The continuing implementation of the institutional SLOAC timetable for learning assessment ensures that institutional attention will continue to be focused on data providing evidence of student learning (SLOAC Timetable—E14). Additionally, the researcher has been directed by the Superintendent/President to prepare a format and data for regular enrollment breakdown reports, which will be reviewed by administrators and SPC as they grapple with ongoing planning and budgetary challenges in the coming months.

Maintenance of the Banner database will be a continuing project, with the upgrade to Banner 8 looming in spring 2011. The administration plans to use the information discovered in during the preparation phase (fall 2010) to improve the business processes of the college, a strategic direction which will affect resource allocation in the coming months (per Strategic Plan Objective 1.1.3 etc.).

Evidence for Recommendation 4

To assist the visiting accrediting team in verifying Feather River College's progress on the recommendations, the following samples of evidence have been made available for review for Recommendation 4:

Evidence 1. Development Plan for Coordinator of Institutional Research and Planning.
Evidence 2. FRC Data Warehouse.
Evidence 3. FUN Committee Agenda, Aug. 24, 2010.
Evidence 4. Strata Information Group—most recent contract, consultancy description.
Evidence 5. President's Staff Agenda, Oct. 4, 2010.
Evidence 6. MIS Reports distributed to administrators, fall 2010.
Evidence 7. SLOAC Committee Agendas and Minutes, spring-fall 2010.
Evidence 8. Student Services Council Minutes, Nov. 11, 2009.
Evidence 9. SEM matrix.
Evidence 10. Campus Climate Survey Report by Pol. Sci. 140 Class, Dec. 8, 2009 (PowerPoint/handout).
Evidence 11. Institutional Day Agenda, Jan. 14, 2010; Vision Exercise Key Points Report; Handout Summary of Employee Survey Data.
Evidence 12. Institutional Day Agenda, August 17, 2010; PowerPoint by Institutional Researcher; SEM PowerPoint by CSSO.
Evidence 13. APR Data Sets (sample), fall 2010.
Evidence 14. Institutional SLOAC Timetable.