ACCREDITATION FOLLOW-UP REPORT

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

College of the Siskiyous
800 College Avenue
Weed, CA 96094

CERTIFICATION OF THE FOLLOW-UP REPORT

Date: September 2017

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

From: Stephen Schoonmaker, Ed.D., Superintendent/President
        College of the Siskiyous
        800 College Ave., Weed, CA 96094

This Follow-Up Report is submitted to the Accrediting Commission for Community and Junior Colleges for the purpose of assisting in determining the resolution of recommendations identified during the 2016 Site Visit.

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.
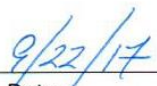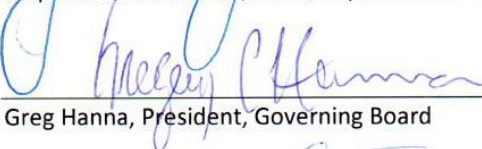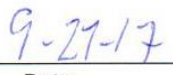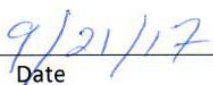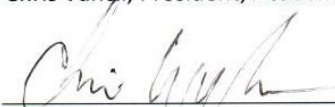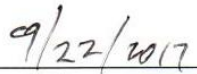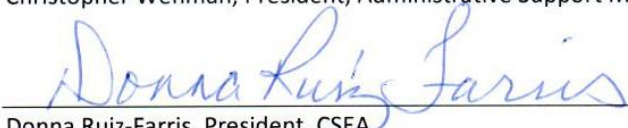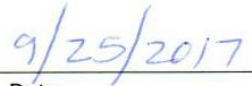
_____   9/22/17
Stephen Schoonmaker, Ed.D., Superintendent/President   Date

_____   9-27-17
Greg Hanna, President, Governing Board   Date

_____   9/21/17
Todd Scott, Ph.D., Accreditation Liaison Officer   Date

_____   9/21/17
Chris Vancil, President, Academic Senate   Date

_____   9/22/2017
Christopher Wehman, President, Administrative Support Management   Date

_____   9/25/2017
Donna Ruiz-Farris, President, CSEA   Date

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STATEMENT OF FOLLOW-UP REPORT PREPARATION

On July 8, 2016, the Accrediting Commission for Community and Junior Colleges (ACCJC) issued an action letter notifying the College of the Siskiyous (COS) that based upon the College's Institutional Self Evaluation Report and the report prepared by the evaluation team that the college be issued a warning with the requirement that the college submit a Follow-Up Report by October 1, 2017. In this letter, the Commission identified fourteen (14) recommendations to be fully resolved. Eight of the recommendations identified were for a need to resolve deficiencies to meet standards and six were to increase institutional effectiveness (Recommendations 3, 10, 11, 12, 13 and 14). The Commission also acted to require an evaluation team to visit the college to evaluate the college's progress in meeting the standards. This Follow-Up Report only includes evidence of the college's progress in resolving deficiencies identified as not meeting standards.

At the July 12, 2016, meeting of the COS Board of Trustees meeting, the president notified the Board of Trustees of the action letter. Upon receipt of the ACCJC Action Letter the president met with the senior staff on July 19, 2016, and developed an accreditation "punch-list" to establish a work plan that would guide the resolution of the fourteen recommendations by October 2017. The "punch-list" identified responsible parties with the intent of addressing and resolving issues within the respective recommendations. The president presented the information in the action letter at the all campus orientation day on August 11, 2016.

During the 16-17 academic year several governance committees addressed specific recommendations. During several Planning Committee meetings the Planning Committee discussed the process in which the college could revise the governance structure to address Recommendation Two. The Technology Council worked to update and revise the Technology Master Plan as recommended. The Instruction Council worked to complete Administrative Procedure 4021 (Recommendation Seven). The Diversity Committee ensured that Recommendation Nine was resolved.

All of the governance committee work made its way through the college's governance structure with many instances being reviewed and ultimately approved by the Board of Trustees. The governance committees each have representatives of the constituent groups on campus.

On July 1, 2017, a new college Superintendent/President was appointed. On July 20, 2017, the new president convened a meeting of the principal parties identified on the "punch-list" (accreditation working group) for the purpose of a progress report on the status of each of the recommendations.[0.1] The information for each of the recommendations was discussed and action plans developed. Responsible parties for each of the recommendations drafted actions taken to resolve the deficiencies. Based on the information a draft of this Follow-Up Report was developed and presented on August 7, 2017, to the ad-hoc accreditation working group. The working group reviewed the information and provided further information and evidence to the Accreditation Liaison Officer for inclusion in the working draft.

The Accreditation Liaison Officer presented the status of the Follow-Up Report to the campus community on August 24, 2017, at the campus-wide orientation day.[0.2] The draft Follow-Up Report was posted on the college's accreditation site on August 29, 2017. A notification was sent out to the campus community soliciting feedback on the Report. After campus input, the Follow-Up Report was approved to the Board of Trustees on September 12, 2017.[0.3]

The format for College of the Siskiyous Follow-Up Report follows suggested guidelines set out by the ACCJC and includes the precise language from the July 8, 2016, ACCJC Action Letter for each recommendation.

Response to the Commission Action Letter

> **RECOMMENDATION ONE:**
> In order to meet the Standards, the team recommends that the college review the propriety of its institution-set standards, assess student achievement and student learning relative to those standards, and address performance gaps in pursuit of continuous improvement. (I.B.2, I.B.3, IV.B.3)

Resolution of Recommendation One

College of the Siskiyous reviewed the propriety of its institution-set standards involving the Academic Senate and will establish processes in which student achievement and student learning is assessed and will address performance gaps for continuous improvement.

Action Demonstrating Resolution

In response to the July 8th action letter and acknowledgement of the propriety of the college's Institutional Set Standards the Academic Senate resolved on August 11, 2016, that it should take a more meaningful role in the setting of the standards.[1.1] The Director of Research and Evaluation was tasked with working with the Academic Senate to review the propriety of the Standards. The Director met with the Senate Executive Committee on August 18, 2016.[1.2] The Director presented a methodology for determining the Standards and presented the material to the Academic Senate Executive Committee on October 20, 2016.[1.3] The Director presented a floor or standard that was one standard deviation below the five year mean which was used as a starting point. It was noted that based on a standard distribution, there will be one event roughly every six outcomes where a value is expected to fall below the mean minus one standard deviation floor. The Academic Senate Executive Committee recommended that the floor be considered at two standard deviations below the mean, where the chance of a random outcome below the floor is only one out of fifty. This process was repeated for other categories such as Basic Skills, Transfer, Degree Applicable and Vocational courses.

Using this methodology the standards were presented to the full Academic Senate on November 10, 2016.[1.4] The Academic Senate tabled the measure "until guiding principles/philosophies are formulated by the Senate Executive Committee to go with the success rate." At the March 8, 2017, Academic Senate Executive Committee meeting, the Director presented course success rates for the last six years. At the April 11, 2017, Academic Senate Meeting[1.5] the Senate approved the following success rates:

Credit Courses: 67%
Basic Skills Courses: 45%
Degree Applicable Courses: 68%
Transferable Courses: 67%
Vocational Courses: 70%

The Board of Trustees approved the standards following a presentation by the Director of Research and Evaluation.[1.6]

The standards will be revisited each year by the Academic Senate and the most recent year will be compared to them. Starting in Fall 2017, they will be calculated after each Fall/Spring semester. If the success rate drops below the institution-set standard for a term, the Vice President, Instruction and the Academic Senate President will be informed so that an investigation and analysis can take place within the governance structure before the following term is completed.

The institution-set standards will also be evaluated by disaggregation mainly by age, ethnicity and gender, and also by smaller college populations such as foster youth or veterans. However, in the experience of the college, the small size of some of the populations can mean that even large changes may not be statistically significant.

"assess student achievement and student learning relative to those standards" "address performance gaps in pursuit of continuous improvement."

Acknowledging the college's struggles with Student Learning Outcomes and Program Review as described in the college's Institutional Self Evaluation Report, the college in its quality focused essays[1.7] developed two action projects:

1. Centralize the Collection of Institutional Data to Better Inform College-Wide Decision Making.

2. Increase the Quality and Consistency of Assessment of Student Learning Outcomes.

In February 2016, the college sent a request[1.8] for assistance from the Institutional Effectiveness Partnership Initiative and requested a Partnership Resource Team visit the college to assist with the challenges identified in the Quality Focused Essays, and more specifically:

> to help us develop a data collection plan, a plan for us to collect SLO data, train faculty in SLOs, integrate SLO data into program review and ultimately increase the effectiveness of our institution. Without proper data, we cannot hope to focus on and evaluate areas of improvement.

The Institutional Partnership Initiative approved the college's request for a Partnership Resource Team; the first step in the process was to clarify the original request with a More Detailed Treatment of Area of Focus.[1.9] In this correspondence the college explained that:

> We are having a problem accurately collecting data that we can rely upon. Because of our problems implementing Banner and properly training employees on the use of Banner, many employees enter data, or retrieve data using a cumbersome process. Our naming conventions and class coding appear to be improper and unreliable.

> We are experiencing issues with not only the technical aspect of SLO data collection and reporting but developing and assessing SLOs is also a problem.

A Partnership Resource Team (PRT) was identified by the Institutional Effectiveness Partnership Initiative and visited the college on October 28, 2016.[1.10] The PRT met with the college administration,

Academic Senate Executive Committee, the Faculty Association Executive Committee, the Director of Research and Evaluation, information technology staff, and the existing Program Review Committee. The purpose of the first meeting was for the PRT to understand the problems the college was facing regarding SLO and program review processes. The PRT condensed the discussions and developed List of Primary Successes and Menu of Options for Institutional Consideration[1.11] presented to the college in late November 2016. Based upon the recommendations from the PRT, the Vice President, Instruction along with members of faculty and staff developed an Institutional Innovation and Effectiveness Plan on January, 2017.[1.12]

The Institutional Innovation and Effectiveness Plan outlines an area of focus for Student Learning Outcomes:

"SLO assessment and reporting: data collection, tools, training, disaggregation, increasing participation by part-time faculty and integration into program review."

The objectives to be completed Fall 2017 are to:

1.   Provide more faculty coordination for the SLO process.
2.   Revise SLO collection, reporting process.
3.   Increase participation of part-time faculty in the SLO process.

The following action steps as identified in the plan are in progress:

a.   Develop and implement a process for hiring faculty co-coordinators.
b.   In consultation with appropriate groups, revise SLO collection and reporting processes, consistent with sound practice.
c.   Provide SLO professional development for Faculty, both full-time and part-time.
d.   Develop and implement a system to facilitate part-time faculty participation in the SLO process.

In Fall of 2017, in consultation with the Academic Senate and the Faculty Association, the college will provide release time or a stipend for a team of faculty members to complete the action steps. A list of duties for the faculty team and stipend request form have been agreed upon.[1.13] Two faculty members will lead and coordinate the effort and a list of duties, deliverables, and stipend request have been agreed upon.[1.14]

The college has also begun the process of transitioning software platforms used for curriculum, program review, and SLO collection and assessment to a new system. The new system was vetted by the existing curriculum and program review committees. Both committees supported the transition to the new system with the hope that recording and collecting program review and SLO assessment data can be better developed under the guidance of new faculty SLO and program review coordinators. The coordinators will be developing the processes under the oversight of the Academic Senate. The new system will allow the college to disaggregate data for SLO assessment and help the college identify performance gaps.

On January 12, 2017, the Academic Senate met as a whole during a college-wide planning day session for the purposes of revising the program review processes. The Academic Senate Executive Committee reviewed and discussed the draft from the planning day session on several occasions.[1.15], [1.16], [1.17] The final program review process[1.18] was approved by the Academic Senate on April 11, 2017.[1.19]

The college's Institutional Innovation and Effectiveness Plan also identified the program review process as an area of focus. The objectives to be completed Fall 2017 are:

1.   Improve and revise program review process for academic and non-academic areas.

The following action steps as identified in the plan are in progress:

a.   Develop and implement a process for hiring faculty co-coordinators, Spring and Summer 2017.
b.   In consultation with appropriate groups, revise program review processes to meet College needs and to reflect sound practice in coordination, participation, use of evidence, timelines, communication, quality, and all other aspects.
c.   Provide training in new processes as needed for all users.

In Fall of 2017, in consultation with the Academic Senate and the Faculty Association, the college will provide release time or a stipend for two faculty members to complete the action steps. A list of duties for the two faculty and stipend request form have been developed.[1.20]

With the assistance and guidance of the PRT team, the college has begun to develop the framework for the establishment of a sustainable student learning outcomes collection and assessment process as well as establishing a meaningful program review process.

Based upon the actions and evidence provided, the College has determined that Recommendation One is resolved.

RECOMMENDATION TWO:
In order to meet the Standards, the team recommends that the college engage in integrated and sustained assessment, dialog, planning, and resource allocation, informed by data that has been disaggregated appropriate to the college community, leading to continuous improvement in student learning and student achievement. The team also recommends that, as a part of this planning process, a Technology Plan is completed, based on appropriate data, assessment, and dialog. (I.B.1, I.B.4, I.B.5, I.B.6, I.B.9, III.C.2, IV.B.3, ER19)

Resolution of Recommendation Two

College of the Siskiyous has been working as a collaborative body to develop the process and resources that will allow us to engage in sustained assessment, dialog, planning, and resource allocation using disaggregated data. College of the Siskiyous has also completed a Technology Plan based upon appropriate data, assessment, and dialog.

Action Demonstrating Resolution

In September 2016, in consultation with the Academic Senate President and the College President with the approval of College Council, [2.1] the Planning Committee was re-organized to be a more participatory governance committee[2.2] and to lead the college's review and assessment of program review. The Committee's Charge:

1. The Planning Committee serves as the primary advisor to the campus governance body on the Institutional Goals, Educational Master Plan, and associated planning and assessment efforts leading toward the college's Vision. Key outcomes in this arena include:
   - Recommending an EMP according to the Institutional Timelines.
   - Annually reporting progress/results of the EMP to the campus governance body.
2. The Planning Committee monitors the Institutional Goals and related Area Goals, Outcomes, and Measurable Objectives. Key outcomes in the arena include:
   - Working with Cabinet to identify who will be responsible for each plan goal.
   - Reviewing plan updates and assessment reports for individual goals.
   - Making minor changes to the plan (Institutional Goals, Area Goals, Outcomes, Measurable Objectives) based on plan updates and assessment reports and recommending major changes to the campus governance body.
   - Working with those responsible for implementing individual goals to ensure and improve plan implementation, as needed.
3. The Planning Committee reviews Program Review Documents from an Institutional Perspective to improve the implementation of the college Vision Statement.
   - Work with responsible parties to ensure meaningful assessment occurs.
   - Offer training and advice to improve the quality of assessment.
4. The Planning Committee works closely with the Budget Committee, ensures a link between planning and budgeting, and advocates for the priorities of the Vision, Institutional Goals, and Institutional Master Plan within the Budget Development Process.

The budget process has been melded into the planning process so that hiring timelines mesh with resource requests and budgets. The planning by design document has been updated to include the timeline for the budget process.[2.3]

The college sets goals and evaluates them through the IEPI program and Student Success Scorecard every year. Through discussions at Instruction Council and presentations at Board of Trustee meetings the data is examined and compared to similar colleges. In 2015 and 2016 disaggregation of data revealed that students who were not prepared to take college level math were completing their coursework at a much lower rate than other students. The college made improving these outcomes a priority. Faculty attended conferences where multiple measures placement and accelerating the math sequence were covered. A task force of the academic area dean, counseling dean, institutional researcher, and math faculty met regularly to discuss this issue.

Instituting multiple measures and evaluating outcomes will improve the process, and achieve the virtuous circle that has been lacking in college evaluation efforts. Counseling is recording each input into math placement separately, so that these can be evaluated on an individual basis. By eventually focusing on the most predictive inputs, the college can streamline the process and better place students. The first round of analysis will be completed by the end of 2017.

The college does survey students on a regular basis. It has used the Community College Survey of Student Engagement and the Ruffalo Noel-Levitz Student Satisfaction Inventory surveys in the past. The Ruffalo Noel-Levitz survey has provided more actionable data in the college's opinion so it was determined that the Ruffalo Noel-Levitz survey will be administered every Spring semester. The questions on the survey created by the college staff and faculty are already collecting data that can be ultimately used for Institutional Learning Outcomes.

Technology Master Plan
Discussions concerning updating the Technology Master plan began at the Technology Council meeting on October 24, 2016.[2.4] Each member of the Technology Council was assigned to review technology master plans at other community colleges.[2.5] Feedback from other college plans were presented by members during subsequent Technology Council meetings.[2.6], [2.7] A basic structure for the plan was created and Council members were assigned to draft sections in which they had some specialty.[2.8] A draft of the plan was presented at the Technology Council on May 3, 2017.[2.9] On August 23, 2017, the Director of Technology (Technology Council Chair) sent the draft Technology Master Plan to various constituent groups to solicit input.[2.10] The Technology Master Plan was vetted by Student Services Council on September 1, 2017. At the September 5, 2017, College Council meeting the Technology Plan was presented but tabled for the next College Council meeting as it was decided that the Plan needed more clarity. A revised Technology Master Plan was approved by College Council on September 26, 2017.[2.11]

Based upon the actions and evidence provided, the College has determined that Recommendation Two is resolved.

RECOMMENDATION FOUR:
In order to meet the Standard, the College should file a Substantive Change Report regarding its Instructional Service Agreements for the FIELD and SFPA programs. (IC12)

Resolution of Recommendation Four

College of the Siskiyous submitted Substantive Change Report for the FIELD and SFPD programs on September 13, 2017

Action Demonstrating Resolution

To provide more consistent oversight of the FIELD Instructional Service Agreement, a FIELD Director position[4.1] was developed. The position was publicly posted and advertised in late December 2016, with a closing date of January 31, 2017. A director was subsequently hired for the position and began on April 3, 2017. Since that time the Director has updated the Board of Trustees on the FIELD Program[4.2] including how the college intends to address findings related to the FIELD program in recommendations 4, 5, 6.

The contract between the College of the Siskiyous and the San Francisco Police Department ended on June 30, 2017; therefore the Substantive Change Report would be moot. However, City College of San Francisco requested that the Instructional Service Agreement between the San Francisco Police Department and the College of the Siskiyous be continued for one more year.[4.3] After this notification a substantive change report was completed.[4.4]

The Substantive Change Report for the FIELD and SFPD programs was approved by the College Board of Trustees on September 12, 2017 (item 8.1), [4.5] and subsequently submitted to the ACCJC on September 13, 2017.[4.6]

Based upon the actions and evidence provided, the College has determined that Recommendation Four is resolved.

> **RECOMMENDATION FIVE:**
> In order to meet the Standard, the team recommends the College develop a mechanism to ensure that all faculty include the College's approved student learning outcomes in course syllabi. (II.A.3)

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Resolution of Recommendation Five

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College of the Siskiyous has developed a mechanism that ensures faculty include approved student learning outcomes in course syllabi and has increased compliance since inception of the mechanism.

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Action Demonstrating Resolution

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The development of creating an environment in which all faculty include their approved student learning outcomes in their course syllabi began with the Summer 2016 semester in which the College's Vice President, Instruction sent to all faculty regarding the First Day Handout (syllabus).[5.1] The Vice President, Instruction reviewed the submitted syllabi and found some issues for correction. As an example the Vice President, Instruction sent an email on July 11, 2016, to the area dean to work with the faculty member in regard to their syllabus.[5.2] For Fall 2016, the faculty member's syllabus contained the SLOs.[5.3]

In Fall of 2016, staff in the instruction office replicated the original email that the Vice President, Instruction initiated in Summer 2016. When requesting that faculty submit their first day handout to the office of instruction the email indicates that the first day handout:

> Has the Student Learning Outcomes listed. If you don't know where they are, go to
> http://curricunet.com/siskiyous/, and search for your course. They are listed in the
> course outline of record. This is an accreditation requirement and during the team visit
> we had a few months ago some syllabi were found without the SLOs listed.

On August 18, 2016, instructional staff sent another reminder email to faculty that failed to submit a first day handout. The Vice President, Instruction sent an email to the area deans that it was the deans responsibility to ensure that the first day handout were submitted and that the syllabi have the SLO's listed.[5.4]

In the Spring 2017 semester, the instruction office instituted a "check-off" list which included a listing of all of the course offerings for the semester, the instructor, an indication of the syllabus being received by the instruction office and an indication of whether the syllabus had the Student Learning Outcomes listed in the syllabus.[5.5] The instruction office staff are responsible for completing the "check-off" list and notifying the area deans/directors if syllabi are found to be out of compliance.[5.6]

This process continued for the Summer Semester of 2017.[5.7], [5.8] The mechanism seems to be working as more syllabi are in compliance and the college creates an environment of ensuring student learning outcomes are listed on the syllabus.

At the College Orientation day on August 24, 2017 and at the new part-time faculty orientation on August 23, 2017 the Vice President, Instruction reiterated to both groups that the student learning outcomes was a syllabus requirement and reminded both groups where the approved student learning outcomes could be found.[5.9]

Based upon the actions and evidence provided, the College has determined that Recommendation Five is resolved.

RECOMMENDATION SIX:
In order to meet the Standard, the team recommends the College develop mechanisms to assure that student learning outcomes assessment and program review take place for the FIELD and SFPA programs. (IIA3)

Resolution of Recommendation Six

College of the Siskiyous has provided the necessary resources and attention to the operation of the FIELD and SFPA programs to ensure that student learning outcomes assessments are being properly completed and College of the Siskiyous has developed a plan for revising the program review processes and have identified individuals to complete the program reviews for the FIELD and SFPA programs.

Action Demonstrating Resolution

Admittedly, the college has not had an effective methodology for assessment of student learning outcomes and the use of the results of the assessments to inform a basis for improvement. The FIELD and SFPA program were particularly problematic as there was a lack of specific oversight for these programs. To resolve the identified issues a FIELD Director position[6.1] was developed. The position was publicly posted and advertised in late December 2016, with a closing date of January 31, 2017. A director was subsequently hired for the position and began on April 3, 2017. The FIELD Director visited many of the FIELD sites in June of 2017 and conducted a training seminar for the instructors for the FIELD program in the areas of SLOs[6.2] and provided sample syllabi for the courses delivered within the FIELD program.[6.3], [6.4], [6.5] Once the college's program review process is revised, the FIELD Director will be responsible for ensuring that the FIELD Program review and SLO assessment are completed separately and not included within the results of the English Department program review as has been the previous practice.[6.6]

The contract between the College of the Siskiyous and the San Francisco Police Department ended on June 30, 2017. However, City College of San Francisco requested that the Instructional Service Agreement between the San Francisco Police Department and the College of the Siskiyous be continued for one more year.[6.7] Upon learning of the renewal, the College administration has proposed a stipend request[6.8] for a faculty member who oversees the San Francisco Police Department Work Experience courses to regularly visit the San Francisco Police Academy to ensure that course syllabi are properly

distributed to the San Francisco Police Academy students, student learning outcomes are assessed and that the program review is completed.

Based upon the actions and evidence provided, the College has determined that Recommendation Six is resolved.

RECOMMENDATION SEVEN:
In order to meet the Standard, the team recommends that Administrative Procedure 4021 provide guidance on program elimination to ensure appropriate arrangements are made for students enrolled in the program to complete their education goal in a timely manner. (II.A.15)

Resolution of Recommendation Seven

College of the Siskiyous has updated Administrative Procedure 4021 to provide guidance on making appropriate arrangements for students enrolled in discontinued programs to complete their education goal in a timely manner.

Action Demonstrating Resolution

In the college's continual review and updating of Administrative Procedures and Board Policies, Administrative Procedure 4021 was due for update. At the September 18, 2015 President's Advisory Council it was announced that the Dean of Liberal Arts and Sciences and the Vice President of Instruction would be reviewing AP4021.[7.1] It was determined that AP4021 would need significant revisions including a process for student program completion. The revisions would take place and be discussed at the participatory governance Instruction Council. It was announced at the October 16, 2015, Instruction Council[7.2] meeting that the administrative procedure was currently being revised and would be brought before the Instruction Council when a draft is complete. The first draft was brought before the Instruction Council on November 13, 2015, and was discussed with recommended changes. [7.3] The revised AP4021 was presented again at the February 1, 2016, Instruction Council meeting, approved with a note that the procedure for accommodating students in discontinued programs would be added.[7.4] An ad-hoc group including faculty and student services convened on February 22, 2016, to make the final changes to the document. The final revisions were approved at Instruction Council on March 14, 2016.[7.5] AP4021 was revised again to add language concerning Vocational and Occupational Programs. At the April 11, 2016, Instructional Council meeting, after discussion regarding several items, AP4021 was tabled until some clarification could be made.[7.6] AP4021 was approved at the April 25, 2016, Instruction Council for recommendation of approval at College Council.[7.7]

AP4021 was approved at College Council on May 10, 2016, with one typo corrected.[7.8] The COS Board of Trustees reviewed AP4021 at the June 7, 2016, meeting.[7.9] The approved Administrative Procedure with language regarding guidance on program elimination to ensure appropriate arrangements are made for students enrolled in the program to complete their education goal in a timely manner is now active.[7.10]

Based upon the actions and evidence provided, the College has determined that Recommendation Seven is resolved.

RECOMMENDATION EIGHT:
In order to meet the Standard, the College must include consideration of how employees are using the results of the assessment of learning outcomes to improve teaching and learning in the evaluations of regular faculty, part-time faculty, and managers who are directly responsible for student learning (III.A.6).

Resolution of Recommendation Eight

College of the Siskiyous is in the process of updating the faculty evaluation form to include how faculty are using the results of the assessment of student learning outcomes to improve teaching and learning and the college has updated the evaluation of managers to also include the use of results of the assessment of student learning outcomes.

Action Demonstrating Resolution

The Collective Bargaining Agreement between the Siskiyou Joint Community College District and the College of the Siskiyous Faculty Association expired on June 30, 2015. The District and Association have been in negotiations since September 2014. The District representatives and Faculty Association begun negotiating the article concerning faculty evaluations. The topic has been discussed on several occasions April 3, May 12, May 25, and July 24, 2017. A tentative evaluation form has been proposed and is near resolution. Item 15 of the evaluation form to be completed by the evaluee reads, "Insert goals, plans how you are using the results of the assessment of learning outcomes to improve your teaching and learning in box or attach a separate piece of paper." This evaluation form is to be used for all regular and part-time faculty.[8.1]

The current cycle of evaluations using existing forms for administrators and managers who are directly responsible for student learning ended June 30, 2017. The Human Resources Department has revised the current evaluation forms to include an evaluative component of how they are using the results of the assessment of learning outcomes to improve teaching and learning.[8.2], [8.3]

Based upon the actions and evidence provided, the College has determined that Recommendation Eight is resolved.

RECOMMENDATION NINE:
In order to meet the Standard, the College must demonstrate that it creates and maintains appropriate programs, practices, and services that support its diverse personnel and regularly assess its record in employment equity and diversity consistent with its mission (III.A.12).

Resolution of Recommendation Nine

Through the resurrection and activity of the College of the Siskiyous Diversity Committee and the Development of the Equal Opportunity Plan, the college has demonstrated that it has created and maintained its programs, practices, and services that support its diverse personnel. The college has also assessed its record in employment and diversity consistent with the college mission and has made a commitment to continue these practices.

Action Demonstrating Resolution

The College of the Siskiyous is committed to fostering and maintaining an equitable, inclusive and culturally diverse environment for students, faculty, staff, and applicants. The college seeks to provide a welcoming environment where students, staff, faculty and the community feel that College of the Siskiyous is "their" college.

The college and its Board of Trustees believe in taking a holistic approach to diversity and equal employment opportunity through the actions of the newly formed Diversity Advisory Committee. This committee focuses faculty and staff as well students and equal employment opportunity for all. The committee, still in its infancy, has made significant progress toward its commitment to equity and inclusion. The Board of Trustees have determined that equity and inclusion are so important that they have added the Board Goal of "Cultivate an environment of equity and inclusion for all student populations, staff, and faculty" to their goals for the 17-18 year, approved on June 1, 2017 (item, 8.5).[9.1]

The college recently completed its Equal Employment Opportunity Plan for 2017-2020[9.2] approved by the Board of Trustees on June 6, 2017 (item 8.11).[9.3], [9.4] Also completed was the Equal Employment Opportunity Fund Multiple Method Allocation Model Certification Form, Fiscal Year 2016-17.[9.5]

The Plan reflects the college's commitment to equal employment opportunity. It is the college's belief that taking active and vigorous steps to ensure equal employment opportunity and creating a working and academic environment, which is welcoming to all will foster diversity and promote excellence. Through an educational experience in an inclusive environment, our students will be better prepared to work and live in an increasingly global society. The Plan's immediate focus is equal employment opportunity in its recruitment and hiring policies and practices pursuant to the applicable Title 5 regulations (Section 53000 et seq.) and the steps the college shall take in the event of underrepresentation of monitored groups. The Plan contains an analysis of the demographic makeup of the college's workforce population and an analysis of whether underrepresentation of monitored groups exists. The Plan also includes the requirements for a complaint procedure for noncompliance with the Title 5 provisions relating to equal employment opportunity programs; complaint procedures in instances of unlawful discrimination; establishment of an Equal Employment Opportunity Advisory Committee; methods to support equal employment opportunity and an environment which is welcoming to all; and procedures for dissemination of the Plan. To properly serve a growing diverse population, the college will endeavor to hire and retain faculty and staff who are sensitive to, and knowledgeable of, the needs of the continually changing student body it serves.

The College of the Siskiyous Diversity Advisory Committee was created on September 23, 2016.[9.6] The committee consists of co-chairs: Vice President, Student Services, and Associate Vice President, Human Resources. In addition, the committee is represented by faculty, staff, students, and administrative/ management positions. Membership is voluntary and is quite diverse with 50% minority membership. Initially, the committee focused on student equity and inclusion. At its April 28, 2017, meeting, [9.7] the committee agreed to add EEO advisory duties to its responsibilities. Having met eleven (11) times since inception, the committee meets at least once a month during the fall and spring semesters. The committee held a retreat on April 14, 2017, and developed a mission and vision statements:

Mission: *The College of the Siskiyous Diversity Committee takes a united stance to promote a sense of belonging where everyone feels valued and respected.*

Vision: Our vision is to create a safe environment through celebration, education, and the challenging of beliefs, perceptions, and biases.

The committee also assists in promoting an understanding and support of equal opportunity and nondiscrimination policies and procedures. The committee may sponsor events, training, or other activities that promote equal employment opportunity, nondiscrimination, retention, diversity, and inclusion. The equal employment opportunity officer, or designee, will train the advisory committee on (1) the requirements of Title 5, Sections 53000 et seq. and of state and federal non-discrimination laws; (2) identification and elimination of bias in hiring; (3) the educational benefits of workforce diversity; and (4) the role of the advisory committee in carrying out the college's plan.

The committee evaluates all efforts to promote equal opportunity for underrepresented groups in the recruitment, hiring, retention, and promotion of all Siskiyous Joint Community College District personnel.

Any organization or individual, whether or not an employee of the college, who is involved in the recruitment and screening/selection of personnel shall receive appropriate training on the requirements of the Title 5 regulations on equal employment opportunity (Section 53000 et. seq.); the requirements of federal and state nondiscrimination laws; the requirements of the District's Equal Employment Opportunity Plan; the District's policies on non-discrimination, recruitment, and hiring; and principles of diversity and the value of a diverse workforce; and recognizing and mitigating bias. Persons serving in the above capacities will be required to receive training within the 12 months prior to service. This training is mandatory; individuals who have not received this training will not be allowed to serve on screening/selection committees.

Evaluation forms of faculty, staff and administrators contain a diversity component.[9.8]

Based upon the actions and evidence provided, the College has determined that Recommendation Nine is resolved.

EVIDENCE LIST

NO.	NAME	WEB ACCESS URL
0.1	**Punch List Meeting Notes July 20, 2017**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/0.1_PunchList_Meeting_July_20_2017.pdf
0.2	**Orientation Day Presentation Follow Up Report**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/0.2_Orientation_Day_Presentation_Follow_Up_Report.pdf
0.3	**September 12, 2017 Siskiyou Joint Community College District Board Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.5_COSBOT_Draft_Minutes_091217.pdf

Recommendation 1

NO.	NAME	WEB ACCESS URL
1.1	**August 11, 2016 Academic Senate Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/Senate/2016-2017/minutes_20160811.pdf
1.2	**August 18, 2016 Academic Senate Executive Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/ExecutiveCommittee/2016-2017/minutes_20160818.pdf
1.3	**October 20, 2016 Academic Senate Executive Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/ExecutiveCommittee/2016-2017/minutes_20161020.pdf
1.4	**November 10, 2016 Academic Senate Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/Senate/2016-2017/minutes_20161110.pdf
1.5	**April 11, 2017 Academic Senate Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/Senate/2016-2017/minutes_20170411.pdf
1.6	**June 6, 2017 Siskiyou Joint Community College District Board Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/7.9_Jun62017_Board_of_Trustees_Minutes.pdf
1.7	**Quality Focused Essay**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.7_Quality_Focused-Essay.pdf
1.8	**Partnership Resource Team Request**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.8_Partnership_Resource_Team_Request.pdf
1.9	**IEPI Detailed Treatment of Area of Focus**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.9_IEPI_Detailed_Treatment_of_Area_of_Focus.pdf
1.10	**College of the Siskiyou, Partnership**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.10_COS_Partnership_Resource_Team_Visit.pdf

	Resource Team Visit	
1.11	**List of Primary Successes and Menu of Options for Institutional Consideration**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.11_List_of_Primary_Successes_Menu_of_Options.pdf
1.12	**Institutional Innovation and Effectiveness Plan**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.12_IE_Plan_COS.pdf
1.13	**SLO Team Members**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.13_SLO_Team_Members.pdf
1.14	**SLO Coordinators**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.14_SLO_Coordinators.pdf
1.15	**January 25, 2017 Academic Senate Executive Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/ExecutiveCommittee/2016-2017/minutes_20170125.pdf
1.16	**February 08, 2017 Academic Senate Executive Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/ExecutiveCommittee/2016-2017/minutes_20170208.pdf
1.17	**March 8, 2017 Academic Senate Executive Meeting Minutes**	http://www.siskiyous.edu/academicsenate/agendas-minutes/ExecutiveCommittee/2016-2017/minutes_20170308.pdf
1.18	**Annual Program update and Four-Year Program Review Documents**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.18_Annual_Program_Update_Four_Year_Program_Review.pdf
1.19	**April 11, 2017 Academic Senate Meeting Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.19_April112017_Academic_Senate_Meeting_Minutes.pdf
1.20	**Program Review Coordinators**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/1.20_Program_Review_Coordinators.pdf

Recommendation 2

2.1	**September 13, 2016 College Council Minutes**	http://www.siskiyous.edu/committees/collegecouncil/minutes/20160913.pdf
2.2	**September 6, 2016 Planning Committee Minutes**	http://www.siskiyous.edu/committees/planning/minutes/20160906.pdf
2.3	**Planning by Design Document**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/2.3_Planning_by_Design.pdf
2.4	**October 24, 2016 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/Minutes%202016/2016_10_24_meeting notes.pdf

2.5	**February 02, 2017 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/minutes_2017/20170202_meetingnotes.pdf
2.6	**February 23, 2017 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/minutes_2017/20170223_meetingnotes.pdf
2.7	**March 08, 2017 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/minutes_2017/20170308_meetingnotes.pdf
2.8	**April 05, 2017 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/minutes_2017/20170405_meetingnotes.pdf
2.9	**May 03, 2017 Technology Council Minutes**	http://www.siskiyous.edu/committees/technologycouncil/minutes/minutes_2017/20170503_meetingnotes.pdf
2.10	**Director of Information Technology email August 23, 2017**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/2.10_Director_of_IT_email_August232017.pdf
2.11	**Technology Master Plan**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/2.11_Technology_Master_Plan_2016-2020.pdf

Recommendation 4

4.1	**FIELD Instructional Service Agreement (ISA) Director Position Announcement**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.1_FIELD_ISA_Director.pdf
4.2	**Board of Trustees FIELD Presentation**	http://www.siskiyous.edu/board/presentations/FIELD_presentation_20170711.pdf
4.3	**Community College San Francisco Vice-Chancellor email**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.3_CCSF_Email.pdf
4.4	**Substantive Change Report**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.4_FIELDSFPDReport.pdf
4.5	**September 12, 2017 Siskiyou Joint Community College District Board Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.5_COSBOT_Draft_Minutes_091217.pdf
4.6	**Substantive Change Report Submission**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/4.6_Substantive_Change_Submission.pdf

Recommendation 5

5.1	**Summer 2016 SLO email**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.1_Summer_2016_SLO_email.pdf
5.2	**Summer Syllabus Correction email**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.2_Summer_Syllabus_Correction_email.pdf

5.3	Copy of Syllabus PEFI 1001/1101	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.3_Copy_of_Syllabus_PEFI_1001_1101.pdf
5.4	VPI email directive to Deans in regard to SLOs on Syllabi	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.4_VPI_email_directive_to_Deans.pdf
5.5	Listing of Courses and SLO listing on Syllabi Spring 2017	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.5_Listing_of_Courses_and_SLO_listing_on_Syllabi_Spring_2017.pdf
5.6	Staff email to Program Directors regarding SLO on Syllabi	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.6_Staff_email_to_Program_Directors_regarding_SLO_on_Syllabi.pdf
5.7	Listing of Courses and SLO listing on Syllabi Summer 2017	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.7_Summer_2017_Syllabi.pdf
5.8	Emails from Office of Instruction Staff to Faculty regarding Syllabi and SLOs	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.8_Emails_from_Office_of_Instruction_Staff_Syllabi_and_SLOs.pdf
5.9	VPI Fall 2017 email to faculty regarding SLOs	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/5.9VPI_Fall_2017_email.pdf

Recommendation 6

6.1	FIELD Instructional Service Agreement (ISA) Director Position Announcement	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.1_FIELD_ISA_Director.pdf
6.2	FIELD Training on SLOs	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.2_FIELD_Training_on_SLOs.pdf
6.3	Sample Syllabus ENGL 0561	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.3_Sample_Syllabus_ENGL_0561.pdf
6.4	Sample Syllabus ENGL 0562	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.4_Sample_Syllabus_ENGL_0562.pdf
6.5	Sample Syllabus ENGL 0563	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.5_Sample_Syllabus_ENGL_0563.pdf
6.6	English Program Review AY 2015-2016	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.6_English_Program_Review_AY20152016.pdf
6.7	Community College San Francisco Vice-Chancellor email	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.7_CCSF_Email.pdf
6.8	SFPA stipend – Proposed	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/6.8_SFPA_Coordination.pdf

Recommendation 7

7.1	September 18, 2015	http://www.siskiyous.edu/committees/presidentsadvisorycabinet/minutes/20150918.pdf

	President's Advisory Cabinet Meeting Minutes	
7.2	**October 16, 2015 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20151016.pdf
7.3	**November 13, 2015 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20151113.pdf
7.4	**February 1, 2016 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20160201.pdf
7.5	**March 14, 2016 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20160314.pdf
7.6	**April 11, 2016 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20160411.pdf
7.7	**April 25, 2016 Instruction Council Minutes**	http://www.siskiyous.edu/committees/InstructionCouncil/agendas_minutes/2015-16/Minutes/20160425.pdf
7.8	**May 10, 2016 College Council Minutes**	http://www.siskiyous.edu/committees/collegecouncil/minutes/20160510.pdf
7.9	**June 6, 2017 Siskiyou Joint Community College District Board Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/7.9_Jun62017_Board_of_Trustees_Minutes.pdf
7.10	**Administrative Procedure 4021**	http://www.siskiyous.edu/bpap/procedures/academic/ap4021.pdf

Recommendation 8

8.1	**Faculty Evaluation Form – Under Negotiation**	
8.2	**Supervisory/Confidential Performance Appraisal**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/8.2_Supervisory_Confidential_Performance_Appraisal.pdf
8.3	**Administrator Evaluation**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/8.3_Administrator_Evaluation.pdf

Recommendation 9

9.1	**June 6, 2017 Siskiyou Joint Community College District Board Minutes**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/7.9_Jun62017_Board_of_Trustees_Minutes.pdf
9.2	**Equal Employment Opportunity Plan 2017-2020**	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/9.2_Equal_Employment_Opportunity_Plan_20172020.pdf

9.3	Board Report No. 5034 - Approval of the District's EEO Plan	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/9.3_Board_Report_5034.pdf
9.4	June 6, 2017 Siskiyou Joint Community College District Board Minutes	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/7.9_Jun62017_Board_of_Trustees_Minutes.pdf
9.5	EEO Fund Multiple Method Allocation Model Certification Form, FY 2016-17	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/9.5_Multiple_Methods_2017.pdf
9.6	September 23, 2016 Diversity Committee Meeting Minutes	http://www.siskiyous.edu/committees/diversity/agendas-minutes/minutes20160923.pdf
9.7	April 28, 2017 Diversity Committee Meeting Minutes	http://www.siskiyous.edu/committees/diversity/agendas-minutes/minutes20170428.pdf
9.8	Faculty Staff and Administrator Evaluations	http://www.siskiyous.edu/accreditation/2017_Follow-Up_Report/documents/9.8_Faculty_Staff_and_Administrator_Evaluations.pdf