SIERRA COLLEGE

ACCREDITATION MIDTERM REPORT

Submitted by:
Sierra Joint Community College
5000 Rocklin Road, Rocklin, CA 95677

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

November 15, 2016

Sierra College
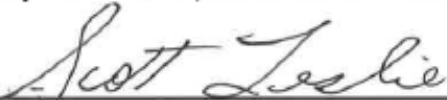Accreditation Midterm Report – Certification Page
November 15, 2016

This Accreditation Midterm Report is submitted to the ACCJC for the purpose of assisting in the determination of the institution's accreditation status.

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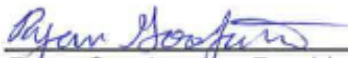

Signed

_____
Willy Duncan, Superintendent/President

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Scott Leslie, President, Board of Trustees

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Debra Sutphen, Ph.D., Accreditation Liaison Officer

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Andrea Neptune, President, Academic Senate

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Ryan Goodpastor, President, Classified Senate

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Thor Tivol, President, Management Senate

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Hugo Lopez, President, Student Senate

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Report Preparation

The information in this report was collected from a wide variety of campus constituents and represents broad participation by the campus community through all the major shared governance bodies.

The review of the document was called for by a formal agenda item on one or more regular meetings of each governance body. Comments from these reviews were incorporated into the document.

The following shared governance groups reviewed the document:
- Academic Senate
- Classified Senate
- Management Senate
- Student Senate
- Dean's Council
- Board of Trustees
- PARAC and/or Strategic Council

The report was organized and finalized by a workgroup consisting of the following:

- Willy Duncan, President/Superintendent
- Dr. Debra Sutphen, Vice President, Instruction and Accreditation Liaison Officer
- Christy Magnani, Deputy Accreditation Liaison Officer
- Vernon Martin, Deputy Accreditation Liaison Officer
- Dr. Erik Cooper, Dean, Planning, Research and Resource Development

For Institutions That Underwent Comprehensive Visits prior to Spring 2016

5.A Response to Team Recommendations for Improvement and Data Trend Analysis

   I.   Description of the institutional response to the recommendations of the evaluation team meant to increase institutional effectiveness (recommendations to improve). The institution should explain the manner in which each recommendation to improve was considered, and what, if anything, was done by the institution as a result of the recommendation.

   II.   The institution's analyses of data trends from the Annual Reports and Annual Fiscal Reports

2016 Midterm Report

Recommendations to Improve (from 2013 External Evaluation Report)

Recommendation 2: In order to improve, the team recommends that the College leverage the success experienced with special programs for underrepresented student populations and scale these efforts in order to replicate success rates with an increased number of eligible students. (Standard II.B.3.a; II.B.3.d)

Equitable access for students of diverse backgrounds, needs, abilities, and goals is a central value of Sierra College and is represented in the College's Mission Statement and included in our 2013-2018 Strategic Master Plan. Programs such as Umoja Learning Community, Safe Space, Puente Program, and TRiO provide support, services, and activities to historically underrepresented and underserved student populations. Two examples of how Sierra College is expanding upon these types of successful programs and services are the **RISE** program and **R4S**.

Developed during 2014-15, the Sierra College's **RISE** program launched fall 2016. The RISE program is designed to increase student success, persistence, and completion rates by utilizing a prescriptive "guided pathway" model. Starting with a summer bridge program designed to help students transition from high school to college, the RISE program is also complemented by structured on-boarding, high-touch wraparound service, intrusive counseling, peer mentors and academic support. These support services begin day one and persist until the student achieves a degree, certificate, or transfers to a four-year university. RISE provides priority registration in all course work until completion over a 2-3 year period. A centerpiece of RISE is a 3 unit UC/CSU transferable course, RISE 1 which focused on the knowledge, skills, and behaviors conducive to academic success [5A]. The program, when it is at full scale, will serve 7500 students from disparate impact populations [5B, 5C].

In January 2015 Sierra College President, Willy Duncan established the Presidential Task Force on Reengineering Sierra College. Student success data indicated that the majority of our students are not meeting their stated educational goals in a timely manner—or at all. The task force became **R4S** (Reengineering for Student Success) and has a two year charter that will effectively move the institution from a model focused on access to a model that focuses both on access and completion. To support and inform its work, R4S evaluates effective practices around the state and the country and will bring best practices back to discuss with the college community at large, culminating in a series of recommendations for policies and practices that improve student success at all levels.

After an initial self-study R4S determined that increasing student access and completion would require re-engineering the following:

- Make navigating the institution user-friendly to all students
- Help students understand, explore, and choose appropriate educational goals
- Give students clear and efficient paths to reach those goals
- Ensure those paths are available
- Provide support and resources to keep students on those paths
- Measure institutional progress toward/success at these goals and respond accordingly

In May 2016 Academic Senate approved R4S's first set of recommendation that Sierra College build comprehensive guided pathways for our students [5D], including:

- academic maps and interest areas
- structured onboarding processes
- proactive academic and career counseling
- enhancement of early alert system
- instructional support and co-curricular activities (professional development)

The task force is primarily comprised of instructional and special services faculty and educational administrators, selected for their roles and perspectives at the college; however, that body will employ full collaboration practices to ensure stakeholders are engaged, informed, and have every opportunity to provide input and feedback as the work unfolds. At the time of this report the roll out of recommended policies and practices has already begun. For instance, by the end of fall 2016 all instructional programs will have created two-year academic maps for degrees and certificates. The complete set of recommendations will be fully implemented by the start of the 2017-18 academic year [5E].

Recommendation 3: In order to improve, the team recommends the College complete the updating and approval of the Facilities Master Plan that is currently in progress, as noted in the College's Actionable Improvement Plan for Standard IIIB.2. (Standard IIIB.1.a; IIIB.2.a; IIIB.2.b)

The Facilities Master Plan was completed June 2014 [5F]. Since March 2012 Facilities Master Planning (FMP) Task Force met on a regular basis to identify planning interests, propose ideas and ultimately recommend a FMP to the Sierra Joint Community College District's Board of Trustees for approval. It is the intent of the FMP Task Force to continue meeting periodically to maintain the integrity of the Master Plan, making revisions as necessary, ensuring that it aligns with the Education Master Plan and the Strategic Plan, and reflects the goals of the District. The FMP Task Force is a standing subcommittee of the Strategic Council, with representatives from the Student Senate, Classified Senate, Academic Senate, and Management Senate. Members are responsible for keeping their constituent groups up to speed on the FMP development and for communicating constituents' interests and concerns to the FMP Task Force, as this is the driving force behind the success of the planning process.

Recommendation 5: In order to improve, the team recommends that the College institutionalize a systematic approach to regularly review, update, and revise Board policies. (Standard IV.B.1e)

Sierra College board policies and administrative procedures are periodically reviewed for accuracy and appropriateness and revised as necessary on an ongoing basis, at a minimum every six years. Under the direction of the Superintendent/President, the president's office staff tracks all policies and procedures and, twice yearly, notifies the responsible executive members of those due for review, including those that have been recommended for revision by the Community College League of California (CCLC) Board Policy and Administrative Procedure Service in partnership with the law firm of Liebert Cassidy Whitmore. Additionally, individual policies and procedures may be reviewed and revised at any time should the need arise due to changes in law or practice. Once reviewed and updated by the content area experts under the direction of the responsible executive, policies and procedures are shared for discussion and input with the executive team, the college participatory governance senates, and Strategic Council. Following Strategic Council, reviewed, updated, and/or deleted policies and procedures are placed on the agenda of the Board of Trustees, procedures as information items and policies as action items for board discussion and approval. The most current versions of all policies and procedures are posted on the college's public website. A policy and procedure workgroup meets periodically to discuss best practices, and at least one member of that workgroup attends a CCLC Policy and Procedure Workshop annually.

1: Responsible Executive	2: Executive Team	3. Senates	4: Strategic Council	5: Board of Trustees

Step 1: Responsible Executive
1000 Series – President
2000 Series – President
3000 Series – Assorted – See website or check with President's Office
4000 Series – Vice President of Instruction
5000 Series – Vice President of Student Services
6000 Series – Vice President of Administrative Services
7000 Series – Chief Human Resources Officer

Review and revise policies and procedures, place on the Exec Agenda, and post in the Board Policy Updates on Inside.Sierra [5G]. Drafts of revised BPs/APs are prepared in underline/strikethrough format and sent for posting.

Step 2: Executive Team
Items are reviewed and modifications are requested as necessary.

Step 3: Senates
The explanatory cover sheet with copies of the revised policies and procedures (or a link to them on Inside.Sierra) is sent via e-mail to the Senate presidents with a deadline for response (generally 30 days). If a response is not received by the deadline, approval will be assumed.

In addition to providing the information in the format above, the executive may contact the Senates directly if he/she wishes to address the senate to provide further explanation or clarification of policies/procedures being updated.

Each Senate chooses the manner in which it reviews/discusses the policies and procedures being reviewed or revised (e.g., by individual assignment, committee, or presentation to the full Senate). If the Senate wishes to make additional changes to a BP/AP or pull it for further discussion, the Senate president should notify the responsible executive's office [5H].

Items are provided to Strategic Council in information only format as an attachment to the Strategic Council agenda. This allows the College community a final check-off and reminder of the policies and procedures being reviewed or revised. Following Strategic Council, updated Administrative Procedures are posted to the website and Inside.Sierra [5I].

Step 5: Board of Trustees (Board Policies only)
Board Policies are ultimately reviewed and approved by the Board of Trustees. Following Board approval, updated Board Policies are posted to the website and Inside.Sierra [5J].

II. The institution's analysis of data trends from the Annual Reports and Annual Fiscal Reports:

Enrollment
Since its last site visit in the fall of 2013, Sierra College has submitted annual reports in the spring of 2014, 2015, and 2016. In that time Sierra College has experienced some subtle shifts in our enrollment and student success. First, Sierra College has seen a slight decrease in the unduplicated headcount and a somewhat larger decrease in the number of FTES served. Although it's not a question in the annual reports, more Sierra College students are attending part-time than in the recent past, which seems to explain at least part of the decrease in FTES.

Pre-collegiate Coursework
One of the largest demographic shifts has been in the number of students who are enrolling in pre-collegiate credit courses. During the fall semester 2013 2,050 students enrolled in this category of courses, but by the fall 2015 semester that number had declined to 1,338 students. Sierra College primarily offers these type of courses in three departments: English, English-as-a-Second Language (ESL), and mathematics. ESL enrollments have declined by 15-20% during this time period with a similar decline in student headcount (approximately 100 students). English enrollments in some pre-collegiate courses saw similar declines, probably accounting for another 50 students overall. Mathematics did not see a meaningful change in enrollment or headcounts. Beginning in the fall semester of 2014, Sierra College began placing students into math and English coursework using high school transcript information, which has dramatically reduced the proportion of students being placed into pre-collegiate coursework.
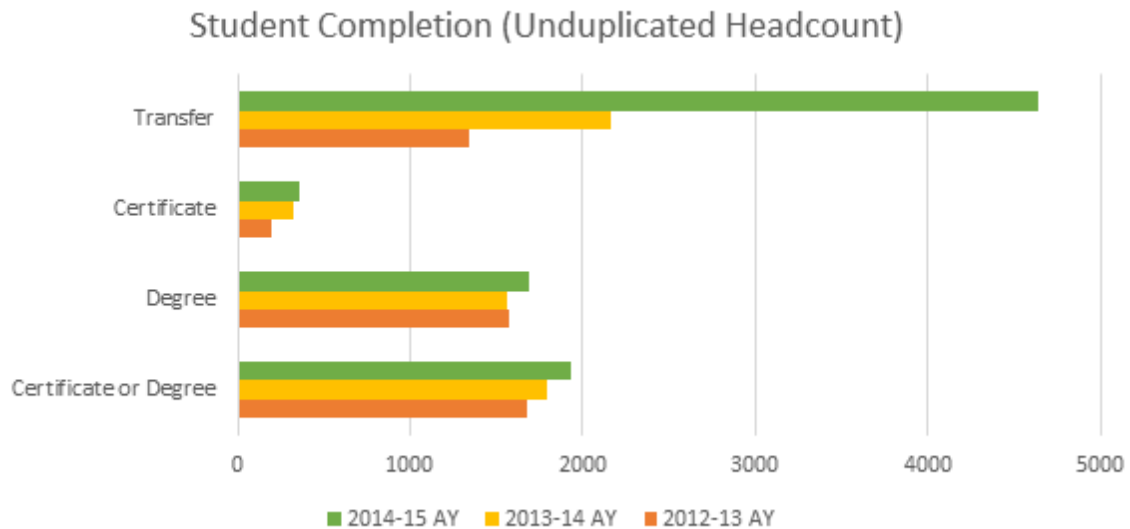
Distance Education and Course Success
Perhaps the most important shift over the past three years has been the number of students enrolling in online education courses. Since the fall of 2013, Sierra College has seen its distance education unduplicated headcount grow from 3,754 students to 4,783 students in the fall of 2015, a 27.4% increase. During this same time period, Sierra College decided to discontinue its Instructional Television (ITV) program due to decreased demand. At this same time, Sierra College reached its long held institutional set standard for successful student course completion of 73%. Given that the success rate at Sierra College's campuses has been relatively stable this is likely because Sierra College has increased training for faculty who teach courses online and the percentage of students who succeed has been growing steadily ever since.

Completion
Sierra College has seen steady increases in the number of students who earn degrees, certificates, or transfer to a four year college or university (Figure 1). However, there are several possible explanations for this trend and it is too early to tell if this is due to student body changes due to the Great Recession or

whether this is indicative of change due to improved college practices. For instance, both California State University and University of California systems were severely impacted through 2013 which forced many otherwise qualified students to attend California Community Colleges. Similarly, Sierra College has seen a large number of students earning Associate's Degrees for Transfer, which has helped increase both the number of students earning a degree and the number of students transferring directly to a California State University.

Figure 1.

Student Completion (Unduplicated Headcount)

Student Learning Outcomes Assessment
Fall 2016 marks the end of the College's three-year cycle where all instructional programs have completed (1) course outcome assessments and (2) program outcome assessments. Twice a year, departments participate in Planning and Assessment Day, an institutionally supported activity focused on student learning outcomes [5K]. August 16, 2015, all programs utilized the institutional flex day to plan their assessments for the next three-year cycle. Results of assessment activities are posted on the SLO website [5L].

Student Service Area Outcomes Assessment
Student service programs and areas have updated their processes to distinguish service area outcomes from student learning outcomes [5M], SSAO form]. These designations allow student services to assess what the client will experience, receive, or know as a result of a given service. A client can be anyone receiving a service, including students, faculty, staff, and community members.

Standard	2013 Actionable Improvement Plan	Responsible	Timeline	Progress
Standard I.A	The college recognizes the importance of the Mission Statement as its guiding document to help support student learning and will continue to regularly ensure its relevance to the needs of the District.	Academic Senate Board of Trustees Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
I.A.1	Sierra College will continue to systematically evaluate and strengthen our programs and services to ensure their alignment with the Mission Statement and the ever-changing student population.	Strategic Council Academic Senate Research Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
I.A.2	The college, in partnership with the Board of Trustees, will periodically review the Mission Statement.	Board of Trustees Strategic Council	In Perpetuity. Last Action Completed: June 2016	The Sierra College Mission Statement is evaluated and revised on a regular basis. Revisions proceed through the established shared governance processes. In response to the new 2014 ACCJC Standards, the District, in June 2016, approved a revised mission, vision, and core values statement [6.IA].
I.A.3	Strategic Council will conduct an annual informal review of the Mission Statement to ensure that a six year cycle of review is adequate considering possible changes in district demographics, state or federal legislation, or other unforeseen circumstances.	Strategic Council		Per Board Policy 1200 the District Mission is evaluated and revised on a regular basis to ensure its currency and relevancy. The college's Mission, Vision, and /Core Values statements have been evaluated, reviewed, and revised through participatory governance on recommendation by Strategic Council in Fall 2013 and Fall-Spring 2014-15 [6.IB, 6.IC, 6.ID, 6.IE, 6.IF].
I.A. 4	Strategic Council will conduct an annual informal review to	Strategic Council		AIP is a restatement of AIP 1A.3; progress statement is a repeat of AIP 1A.3 progress statement [6.IG, 6.IH, 6.II, 6.IJ, 6.IK].

	ensure that a six year review cycle is adequate considering possible changes in district demographics, state or federal legislation, or other unforeseen circumstances.			
I.B.1	The college will continue to ensure that open dialogue occurs through committees, governance groups, and in the planning and evaluation meetings of the institution. The college will monitor the effectiveness of the newly instituted Flex day dedicated to discuss and evaluate SLO assessment results. Continual adjustments and improvements will be made as necessary to ensure that the college achieves the ongoing collegial self-reflective dialog to which the college is committed.	Strategic Council

Senates

Educational Effectiveness Committee

Institutional Research, Planning, and Resource Allocation | In Perpetuity.

Last Action Completed: August 2016 | The Educational Effectiveness Committee co-chairs regularly update the college's department chairs of ongoing assessment activities.

The Educational Effectiveness Committee deployed an ISLO assessment to nine departments across the college assessing the ISLO of Communication: Reading/writing [6.IL].

Student Learning Outcome Assistant Description and Responsibility and Assessment Participation Policy [6.IM]. The primary responsibility of Student Learning Outcome Assistants is to help guide and support faculty to participate in the SLO assessment process to ensure that student learning is regularly and meaningfully assessed at the course and program level. For department chairs, faculty, and staff, SLO Assistants act as the first point of contact and support to assist in: (1) understanding and developing appropriate outcomes for courses, program degrees, and certificates; (2) understanding and developing a three-year assessment cycle plan; (3) understanding how to complete and submit outcome and assessment forms (Spreadsheet, DAA and SLAS); (4) developing meaningful and engaging Planning & Assessment Day activities for department meetings [6.IN].

SLO Assistants also (1) coordinate the updating of outcomes across the college's data management systems; (2) forward student learning assessment results for data entry and web publication; (3) monitors a group of departments and communicates with department chairs about apparent incomplete assessment participation - practices that deviate from agreed upon college outcomes/assessment processes.   SLO Assistants help monitor flex day Planning and Assessment activities by communicating with department chairs and supporting departments by plan and facilitate meaningful Planning and Assessment Day activities, and to monitor [6.IO]. |
| I.B. 2 | Sierra College will continue to ensure its community engages in regular discussion of the college's goals and strategies and works collaboratively toward | Strategic Council

Program Review

Academic | In Perpetuity. | AIP is a restatement of the Standard. This is an ongoing compulsory activity. |

	their achievement.	Senate		
I.B. 3	The college will continue to review and improve the integration of assessment and planning at all levels from classrooms to departments and programs to the Board of Trustees.	Board of Trustees Strategic Council Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
I.B.4	The college will continue its tradition of collegial and shared decision making while continually seeking to improve these processes and assess their results.	Senates Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
I. B. 5	The college will continue to evaluate and improve methods of communicating documented assessment results to staff and to the public, as appropriate. The college will work to improve understanding and use of the new intranet website, InsideSierra.	Educational Effectiveness Committee IIT	In Perpetuity. Last Action Completed: 2015	Assessment results and reports (SLO Spreadsheet updates and Departmental Assessment Analysis forms) are entered into our SLO assessment tracking database (currently TracDat) by our SLO/TracDat technician, as well as published/updated on the Sierra College SLO Assessment and Accreditation website through the college's Marketing staff [6.IP]. In 2015 the District upgraded the District's Intranet from SharePoint 2010 to SharePoint 2013 [6.IQ]. This provided several inherent benefits to the District for the purposes of: (1) enhancing search-ability for documents through SharePoint's enhanced search engine, (2) increasing end-user's ability to "tag" information with whatever relevant key words are necessary to help yield the best search results, (3) providing a new FORMs library that is dynamically updated and highlights the top searched forms by department, and (4) creating a dynamic self-service team site capability for project teams and committees to have a simple and intuitive collaboration platform within the District's intranet. Work has started on the next Phase in 2016-2017 to enhance the District's intranet will be to leverage Office 365 and a District project management and tracking solution. This extends the District SharePoint 2013 intranet to seamlessly integrate into the Microsoft Office 365 SharePoint 2016 cloud services. Another focus will be to improve end-user adoption through User Guides and FAQ's.
I. B. 6	The college will continue its willingness to	PARAC	In Perpetuity.	In spring 2014 the Program Review Committee recommended changes to the program review process to further institutionalize SLOs. The committee changed the forms to ask departments to

	regularly reevaluate and make changes to processes in order to strengthen budget planning and resource allocation. The college should explore ways to expand awareness of these processes to the college community.	Strategic Council	Last Action Completed: Spring 2014	specifically identify which CSLOs have been assessed, to include the criteria for evaluation, and to analyze the results of those assessments. Program Review requires accountability for the program's status of SLO assessments and results, and allows for assessment results to be aligned with resource requests. These changes to Program Review are designed to be a reference tool to connect student learning assessment results to budget and institutionalized planning and improvement [6.IR]. The Educational Effectiveness Committee regularly discusses the challenge facing departments in aligning course assessment results to larger program resource needs. Insights from the EEC are shared with department chairs by the EEC co-chairs during regularly scheduled fall and spring department chairs' meeting.
I. B. 7	The college will continue to look for ways to evaluate the tools and methodologies currently being used to measure and evaluate programs and services and use this information for improvement.	Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
Standard II. A. 1	As we continue to integrate and refine our process of evaluations for continual improvement of student learning the college will ensure the centrality of the Mission Statement.	Educational Effectiveness Committee Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 1a	Assess the student populations at each center (virtual and in-person) to determine relevant student needs	Institutional Research, Planning and Resource Allocation	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 1b	The college will ensure successful implementation of the new SCFA contract	Academic Senate SCFA	Completed. July 2015	Sierra College Faculty Association Contract with the District (July 1, 2015 - June 30, 2018) ensures that all teaching methodologies and delivery systems (including Distance Education modalities) are part of the ongoing and regular processes of faculty evaluation. Specifically, Article 18 of the SCFA Contract requires that "evaluations shall be conducted in 100 percent of all

	language regarding Distance Learning modalities. Sierra College will continue to institute processes and mechanisms that ensure teaching methodologies and delivery systems are effective in teaching, delivery, and student learning. In addition, through the Academic Senate the college will investigate ways to include student feedback and participation in regard to its various modes of instruction.			the regular load classes." In addition, "Overload classes shall be substituted for the evaluee's regular load classes to ensure that all instructional modalities taught by the evaluee are evaluated (lecture, lab, online, televised, hybrid, activity, and athletic coaching)." The SCFA Contract, Article 22, [6.IIA] further ensures that distance education teaching methodologies and delivery systems are effective in teaching, delivery, and student learning by: • Limiting the faculty online load limit for Distance Education sections • Prescribing faculty-to-student interaction in Distance Education sections: • Prescribing Distance Education Training • Incentivized Online and Hybrid Course Development
II. A. 1c	The college will continue to strengthen and support the assessment process and continue to encourage programs to use assessment results to make improvements. The college will also continue to explore and facilitate ways to streamline student learning outcomes assessment and facilitate the process of documenting student learning outcomes and assessments. The college will explore how the new course management system,	Office of Instruction Educational Effectiveness Committee	In Perpetuity. Last Action Completed: August 2016	The college maintains a solid assessment plan that includes clear processes and procedures for instructional and support services. The VPIs office resources stipends for 6 SLO assistants. SLOs are embedded in the Curriculum Review process and Program Review process [6.IIB, 6.IIC]. Planning and Assessment Day is a mandatory work day dedicated for improving teaching and learning. P&A day decisions and plans are informed by Student Learning Assessment Results and captured in the Departmental Assessment Analysis form [6.IID]. Educational Effectiveness Committee co-chairs lead a flex workshop to help instructors understand how to use Canvas for outcomes assessment [6.IIE].

	Canvas, will aid in this process.			
II. A. 2	The college will clarify and improve the Program Vitality process in regard to links to resource allocation and establish timelines mandating compliance with recommendations.	Program Vitality Committee Strategic Council	Completed. 2014	The administrative procedure for the Program Vitality process was revised in Spring 2014 [6.IIF]. Included in the revision were additional sections that addressed the role of the Program Vitality committee in funding allocation and timelines for implementation of recommendations and follow-up. The most recent Program Vitality committee was formed in Spring 2015 to review the discontinuance proposal for the Library Science Media Technician-Skills Certificate program. Following the process outlined in the revised AP 4021, the committee recommended that the program be discontinued. It was determined that discontinuing the certificate would not have a significant impact on students, staff or faculty. The committee established a timeline for phasing out the program within a one-year time frame. A follow-up meeting was scheduled to ensure that all necessary steps were completed for the discontinuance of this certificate. The committee's recommendation was approved by the Academic Senate and the President's Office in Spring 2015 [6.IIG, 6.IIH].
II. A. 2a	The college will continue to utilize, and evaluate as needed, the procedures for Curriculum and Program Review to ensure quality courses and programs are developed with a central role for faculty.	Curriculum Committee Program Review	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 2b	The college will continue to use faculty expertise and advisory committees to analyze data on student progress toward achieving outcomes.	Educational Effectiveness	In Perpetuity. Last Action Completed: October 2016	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 2c	The college will continue to make high quality programs available to students.	Academic Senate Program Review	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

		Strategic Council		
II. A. 2d	The college will continue to invest in delivery modes and to provide opportunities for faculty to evaluate delivery modes and methodologies as part of instructional improvement.	Distance Educational Committee Academic Senate	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 2e	The college will continue to apply a clear and rigorous standard, relying on faculty expertise, for the inclusion of courses in the general education pattern.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 2f	The college will develop methods to more efficiently integrate the paper-based data with TracDat and other electronic tracking modes. Additionally, the college will monitor and evaluate the newly designed and recently deployed public website in order to determine whether the information made available is adequate and appropriate for our constituencies.	Office of Instruction Educational Effectiveness Committee	In Perpetuity. Last Action Completed: Fall 2016	A dedicated TracDat assistant is resourced to support assessment tracking and data entry [6.III]. OneDrive is used to maintain and update assessment documents to avoid paper-based data. Each department has a SLO assistant and forms are transmitted and stored electronically using the shared One Drive. SLO assistants regularly send updated SLO tracking Spreadsheets and Departmental Assessment Analysis forms to the Marketing Department to post on the SLO website [6.IIJ].

II. A. 2g	The college will continue to validate the effectiveness of departmental, course, or program examinations by ensuring unbiased and valid measurements of student learning	Educational Effectiveness Committee	In Perpetuity. Last Action Completed: August 2016	Programs that use a common examination (assessment) validate effectiveness during department and Planning & Assessment Day Meetings. Licensing exams are externally applied.
II. A. 2i	The District will continue to evaluate whether course outcomes are sufficient to indicate student achievement of program learning outcomes.			Curriculum Committee evaluates and approves proposed course outcomes through Form E [6.IIK].
II. A. 3	The college will continue to apply a clear and rigorous standard, relying on faculty expertise, for the inclusion of courses in the general education pattern.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 3a	The college will continue to review and discuss the place of courses in the general education pattern in order to ensure that students have access to general education courses within the major areas of knowledge.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 3b	The college will continue to review and discuss the place of courses in the general education pattern.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

II. A. 3c	The college will continue to include an appreciation of ethical principles as central to the general education course offerings.	Curriculum Committee Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 4	The college will ensure that all associates degrees remain compliant with the CCCCO requirements.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 5	The college will continue working with industry partners to ensure that students are adequately prepared for licensure, certification, and employment.	CTE Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 6	The college will explore interests and avenues to better disseminate information about program level outcomes.	Program Review Educational Effectiveness	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 6a	The college will continue to implement TMC degrees for all applicable disciplines.	Office of Instruction Curriculum Committee	In Perpetuity. Last Action Completed: August 2016	As published by the Chancellor's Office on 8/24/16, Sierra has 28 approved ADTs [6.IIL]. The Campaign for College Opportunity shows that Sierra College was one of the top 10 CCCs (#6) awarding ADTs in 2013-2014 (see page 17) [6.IIM]. On pages 8-9 of the report that Sierra College was one of the 20 CCC campuses to offer 100% of the ADTs required by law, not to mention that Sierra had the most ADTs approved of any CCC.
II. A. 6b	The college will strengthen and codify processes that will assist students when programs are significantly modified or eliminated.	Curriculum Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

II. A. 6c	The Office of Instruction will encourage more departments and faculty to develop their own websites.	Office of Instruction	Suspended.	Using Canvas as LMS.
II. A. 7	The college will regularly review and disseminate to the college community and the Board of Trustees the college's policies on academic freedom and academic honesty.	Academic Senate Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 7a	The Academic Senate will more regularly offer flex workshops focused on the issues of academic honesty and academic freedom.	Academic Senate	In Perpetuity Last Action Completed: August, 2016	Flex workshop, "MLA 8th Edition Revolution" offered fall 2016 [6.IIN].
II. A. 7b	The college will continue to explore and improve ways to communicate with students the importance of academic honesty.	Academic Senate	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. A. 7c	The college will update and communicate the college's policies regarding conduct as needed.	Academic Senate	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. B. 1	The college will continue to evaluate ways to best serve students at sites	Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	throughout the District.	Board of Trustees		
II. B. 2	The college will continue to solicit feedback on ways to make the catalog and the website more user-friendly for students.	Strategic Council Marketing	Completed. 2014	In 2014, it was determined that the pdf version of the catalog which was available online was not user-friendly for our students, and that a searchable/navigable catalog was desirable [6.IIO]. Staff in the instruction and marketing offices considered several vendors before concluding that Leepfrog Technologies best met our online catalog needs [6.IIP]. The Board of Trustees was presented with and approved a contract with Leepfrog Technologies on March 2, 2015. A team made up of instruction office, marketing, and IIT staff worked to get the catalog up and running online. Our 2015-2016 catalog was made available online in September 2015, and it was well received by students and staff [6.IIQ].
II. B. 3a	The college will continue to place emphasis on ensuring equitable access to students at the smaller sites with appropriate support services provided either in person or through technology.	Academic Senate Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. B. 3b	The college will continue to explore and develop opportunities to provide an environment that encourages personal and civic responsibility on all sites.	Academic Senate Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. B. 3c	New legislation requires that all incoming students complete assessment and counseling as well as orientation to receive priority registration. The college will implement these requirements for the fall 2014 semester.	Office of Student Services	Completed. May 2016	All students are required to complete an online orientation once they have completed an application. A hold is place on the student record until the time that the orientation has been completed. All new students and students who have completed less than 12 units at a transfer institution are required to attend new student group counseling. During new student group counseling, counselors provide students with an abbreviated education plan. Transfer students with more than 12 units are provided with a one-on-one appointment with a counselor to develop and education plan. This may be an abbreviated or comprehensive education plan based on the student's goals and confidence of major selection. A hold is place on the student record until the time that the counseling appointment has been completed.

				New students and students who have completed less than 12 units at a transfer institution are required to book their new student group counseling appointments in person or over the phone. This ensures that the student has Assessment/Placement scores are on file and that the student has completed orientation. Students who are missing placements/assessment results and/or who have not completed orientation are required to do so before being scheduled for an appointment. So although there is not a hard hold on the student record, they are unable to attend counseling as the last step to accessing registration and being assigned a priority registration appointment. To ensure that we are meeting the student need for placement/assessment in a timely manner, we are coordinating with CalPass to automatically request recent student applicant high school transcript data and use multiple measures to place students into appropriate level courses. In addition to administering the Accuplacer placement test or using another form of multiple measures for placement. In May of 2016, we reviewed our Administrative Procedure 5055 on Enrollment Priorities. AP 5055 provides priority registration for new students who have completed orientation, assessment, counseling/advising and a student education plan [6.IIR].
II. B. 3d	The college will continue to design and maintain programs and services to support student understanding of diversity.	Office of Student Services	In Perpetuity. Last Action Completed: Fall 2016	Sierra College's Mission Statement identifies a central goal of the college as providing an "academic environment that is challenging and supportive for students of diverse backgrounds, needs, abilities, and goals with a focus on access, equity, student-centered learning, and achievement. The college is committed to practicing diversity and inclusion, and recognizes that a diverse and inclusive curriculum and workforce promotes its educational goals and values." Sierra offers a wide range of support programs that provide students with individualized support for a variety of needs. A number of programs, services and activities have been developed such as Umoja Learning Community, Safe Space, Puente Program, and TRiO to provide support, services, and activities to historically underrepresented and underserved student populations [6.IIS]. As part of ongoing efforts to serve historically marginalized and underrepresented students, Sierra College has implemented three distinct Student Engagement Centers to provide services to students facing challenges [6.IIT]. The Cross-Cultural Center in K-1, the Pride Center in I-4, and the Women and Gender Resource Center in I-1A serve as dedicated spaces for students of all experiences to find a home away from home. The goals of these centers is to help increase equity on campus as well as student access, success, and completion of academic goals. Additionally, these centers provide leadership development training, student employment, and co-curricular programming.

				The Student Engagement Centers are not just for the communities which they are named after, but a network of resources for all students with a specific focus on groups that may face additional obstacles in academic success. The centers are open Monday through Thursday from 11:00 AM to 6:00 PM and students are welcome to use them for a variety of purposes including student club meetings and study groups. This includes access to a number of enclosed study areas that may be reserved ahead of time.
II. B. 3e.	The college will continue to evaluate admissions and placement instruments.	Office of Student Services	In Perpetuity. Last Action Completed: Fall 2016	Sierra College is in the process of implementation of the new statewide Common Assessment Instrument [6.IIU]. Currently we use Accuplacer Sentence Skills and Reading Comprehension test for English and Reading Placement. Accuplacer Arithmetic, Algebra, and College Algebra tests are used for math Placement and Accuplacer ESL Write-Placer combined with the CELSA (Forms A and B) for ESL placement. The disproportionate impact and consequential validity studies were last completed by Sierra College in 2009. Assessment validation is currently being done this fall 2016. Currently Sierra College uses: 1. Accuplacer Sentence Skills and Reading Comprehension test for English and Reading Placement. 2. Accuplacer Arithmetic, Algebra, and College Algebra tests are used for math Placement and Accuplacer 3. The Sierra College Multiple Model for English A, 1A, 11 and Math A-30 course placement, (nearly 60%) of students are placed by the Sierra College Multiple Measures Model. ESL Write-Placer combined with the CELSA (Forms A and B) for ESL placement. The Accuplacer was approved by the California Community College Chancellors Office in 2012 and full approval was granted. • The disproportionate impact were last completed by Sierra College in 2009, • Consequential validity surveys were administered to students, and instructors in fall 2016, spring 15 and fall 14 to measure and compare course placement accuracy based on the Accuplacer and multiple measures placement, • Course outcome research in English and Math courses based on placement by Accuplacer, multiple measures placement and placement based on completion of the required perquisite course was conducted during the Spring 16, fall 15 and will be conducted at the end of the fall 16 semester.
II. B. 3f	The college will stay informed about best	IIT	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	practices regarding access, security, and confidentially of student records.			
II. B. 4	The college will continue to improve student support services based upon student learning outcome assessment.	Educational Effectiveness Committee Student Services Coordinating Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. C. 1a	The college will continue to select, maintain, and update as appropriate equipment and materials in support of student learning.	IIT Student Services Coordinating Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. C. 1b	The college will continue to find innovative ways to develop students' informational competencies throughout the district.	Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. C. 1c	As funding allows, the college will increase learning support services to meet student demand and to provide greater access for evening and online students. Additionally, investigate the possibility of instituting a single sign-in for all Library databases.	Dean of LRC	In Progress. Last Action Completed: Fall 2016	Since 2013, improvement in academic support in the LRC (Library, Tutoring, and Tutor.com) has occurred for online and evening students through the following actions. **Library:** - Increased hours: Friday afternoons added two hours; Sunday hours, added eight hours: 12 PM-8 PM; - Increased our electronic book holdings to 150,000+titles (accessible 24/7 from the library website); - Offered embedded librarians for online classes when librarians are assigned as TAs and can answer student research questions within online courses; - Increased coverage of librarians at the reference desk which has enabled us to offer

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more online live chat reference help and 20-minute in-person research consultations with librarians;
- Developed and deployed a new library website in summer 2016. The new site is easier to navigate and emphasizes ways to contact librarians online and on-ground;
- Library databases now use MySierra usernames and passwords for off-campus access to databases (instead of MySierra username and student ID#). A true single sign-on is still not available.

Tutoring [6.IIV]:
- Developed a class-based tutoring program called PASS. PASS peers are also in evening classes;
- Instituted same day and walk-in appointments, while continuing our tutor program of drop-in group tutoring and appointments in advance. Additionally, we now allow appointments to be made over the phone;
- Increased number of tutors from 45 to 80;
- Physical space for tutoring has doubled, including multiple private and group rooms for tutoring sessions;
- As a result of our efforts to make our tutor programs more responsive and flexible, we have significantly increased the numbers of students reached with tutoring. Additionally, this semester our numbers are on track to be even higher than those of spring 2016.

II. C. 1d	The college will continue to provide effective maintenance and security for the Libraries and Learning Support Services.	IIT	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
II. C. 1e	The college will continue to collaborate with other institutions and resource entities as needed.	Institutional Research, Planning and Resource Allocation	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

II. C. 2	The college will continue to evaluate and assess Library and student support services to ensure that they continue to contribute to the achievement of student learning outcomes.	Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
Standard III. A. 1	The college will complete the Hiring Manual, currently in draft form, and vet as appropriate through the college's shared governance system.	HR	In Progress. Last Action Completed: Spring 2015	In response to the increasing diversity of student populations, and in preparation for developing a new Hiring Manual [6.IIIA], the College began researching hiring practices and models from around the state and nation. In spring 2015, after considerable research, the college began pilot testing a new model for faculty hiring that would revise all aspects of current hiring practices including job description, advertising and outreach, interview practices and scoring rubrics, and teaching demonstrations. In collaboration with the Academic Senate, the Office of Instruction, the Director of Human Resources, and the History department, the College deployed a new model with success. This new model is currently being reviewed and edited for publication in the upcoming new Hiring Manual.
III. A. 1a	While the District has developed an effective hiring process, it needs to be articulated in a formal document.	HR Strategic Council	In Progress Last Action Completed: Fall 2016	The college made major changes to its hiring process for all groups and the hiring manual will reflect the new processes that are in place. The college extended an offer to a candidate for the position of Director of EEO, Diversity and Title IX who will be very helpful with this process and in ensuring fairness in the college's employment procedures [6.IIIB]. The new director will assist greatly with diversity in the recruitment and hiring and retention process and this will of course separate the functions from not being done by the same person directing HR functions.
III. A. 1b	The institution will continue to look for ways to improve the evaluation process to ensure the effectiveness of personnel and to encourage improvement.	HR Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

III. A. 1c	The District will continue to provide opportunities for faculty to participate and evaluate their role in producing student learning outcomes.	Educational Effectiveness Committee	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. A. 1d	The college will continue to reference, when needed, and regularly review the ethics policy for the campus.	Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. A. 2	Consistent with the District's strategic plan and in support of the Mission Statement, the District will explore ways to continue to improve the full-time/part-time ratio by adding more full-time faculty without negatively impacting the needs of classified staff and managers.	Office of the President Strategic Council	In Progress. Last Action Completed: Fall 2016	The college's executive team continues to negotiate with the three college bargaining units—SCFA (faculty), FUSE (Classified Staff), and SCMA (Managers) in an ongoing effort to develop a salary and benefits formula that meets the interests of all of the units yet also helps the college make progress on the number of full-time faculty that it employs. By September 2016, after about 12 months of work, the "Formula Committee" consisting of representatives from each of the three bargaining units and the district and formed to develop a salary and benefits formula recommendation, had completed a first draft of a salary and benefits formula [6.IIIC]. This draft will be reviewed by the negotiating teams from each of the three units and district negotiators.
III. A. 3a	The college will complete the draft Hiring Manual to include policies ensuring fairness in employment procedures.	HR	In Progress. Last Action Completed: Spring 2015	In response to the increasing diversity of student populations, and in preparation for developing a new Hiring Manual, the College began researching hiring practices and models from around the state and nation [6.IIID]. In spring 2015, after considerable research, the college began pilot testing a new model for faculty hiring that would revise all aspects of current hiring practices including job description, advertising and outreach, interview practices and scoring rubrics, and teaching demonstrations. In collaboration with the Academic Senate, the Office of Instruction, the Director of Human Resources, and the History department, the College deployed a new model with success. This new model is currently being reviewed and edited for publication in the upcoming new Hiring Manual.
III. A. 3b	The college will continue to provide accessible, confidential storage of personnel records.	IIT	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

III. A. 4a	The college will continue to ensure that the college provides programs, practices and activities that support its diverse staff by focusing on development of a long-term plan designed to separate Human Resources responsibilities from EEO responsibilities and to improve the college's recruitment of a diverse staff.	HR	In Perpetuity. Last Action Completed: Fall 2016	In fall 2016, the College started the hiring process for a new Director of EEO, Diversity and Title IX. With this position filled, the College can move forward in separating the functions of Human Resources from the Director of EEO, Diversity, and Title IX. This new management position will ensure fairness in our employment procedures, and will assist with diversity in the recruitment, hiring and retention process [6.IIIE].
III. A. 4b	The District will work to improve its diverse student and staff populations especially in regard to ethnic diversity.	IIT Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. A. 4c	Continue the processes of regularly reviewing and updating the APs and BPs to ensure that all relevant concerns are addressed procedurally and promptly.	Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. A. 5a	The college will expand professional development opportunities specific to faculty per Title V obligations.	Office of Instruction Office of Student Services Academic	Completed. August 2013, 2014, 2015, 2016	The college offers flex workshops every semester about how to use our Curriculum Development system, WebCMS [6.IIIF].

		Senate		
III. A. 5b	The District will work collaboratively to restructure and resource Staff Development.	Office of Instruction Office of Student Services Academic Senate	In Progress. Last Action Completed: 2016	With upcoming professional development funding due to Assembly Bill 2558 as well as personnel changes in Spring 2017, a formal task force has been created with the task to restructure the College's professional development processes. In the fall 2016, the President's Office collaborated with the Academic Senate to compose a campus-wide Professional Development taskforce. The goal of this taskforce is to identify how the College can best provide for the professional development needs of all staff at the college to include full and part time faculty, managers and classified staff. The charge of the taskforce is that recommendations must: - be accessible, sustainable, and flexible for all staff - be inclusive of the administration - be inclusive of existing mandated training, and - recognize the Academic Senate's role for recommending policies for faculty professional development activities. The task force would be composed of ten faculty members including Senators, R4S faculty, part-time faculty representatives, the chair of the Staff Development committee as well as Staff Development staff, VPSS, R4S AEA, Dean of Equity, Business office rep, HR, Instruction loading expert, and one representative each from the Classified and Management Senate. The Academic Senate voted September 7, 2016 in support of the formation of the Professional Development Task Force to develop recommendations for an integrated professional development framework with provisions of a clear communication plan within the existing shared governance structures for discussion and approval [6.IIIG, 6.IIIH].
III. A. 6	The District will continue to assess its effective use of human resources and their holistic integration with District planning.	HR Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. B. 1	The college will continue to pursue a variety of funding alternatives for its five-year construction plan for the Rocklin campus. Through continued analysis of the Facilities Master Plan, the college consistently	VP Administrative Services	In Progress. Last Action Completed: February 2016	First, the Board of Trustees looked at the possibility of placing a local General Obligation bond on the November 2016 ballot. The Board conducted two surveys of district voters (one in Fall 2014 and the other in February 2016) that indicated strong support for a local bond. However, the Board ultimately agreed not to move forward with the 2016 bond proposal. The district is now considering Fall of 2018 to bring a local bond measure to the voters. Second, the district continues to pursue state bond funding for its five-year construction plan. While the district was unsuccessful in securing state dollars in the first two years of funding available to colleges, we have once again submitted our Science building project to the state for

	evaluates and addresses its physical resource needs.			consideration of funding in year 3. The district recently took action to place another $1.2 million in its Capital Project Fund account to cover the local share of the cost of constructing a new Science building [6.IIII].

Third, the state continues to provide substantial scheduled maintenance dollars to the district. In 2016-17, Sierra is using $1.6 million to conduct major upgrades to campus infrastructure including, classrooms, bathrooms, PE classrooms and fire alarm systems. The two prior years saw the state providing Sierra with $1 million in funding each year to devote to scheduled building maintenance projects.

Finally, throughout the last three years, the district has continued to update its Facilities Master Plan (FMP). The plan was formally adopted by the Board of Trustees in Spring 2014. However, that plan identified several unresolved issues, centered on parking/vehicle circulation and the location of a public safety classroom facility. The FMP Task Force, a committee of Strategic Council, has been meeting over the past year and a half to resolve these and other issues. The Task Force will likely have completed its update of the FMP by January of 2016 and will forward those recommendations to Strategic Council and ultimately the Board of Trustees at that time. Our goal is to have a newly adopted FMP by Spring of 2017 [6.IIIJ]. |
| III. B. 1a | Given the number of projects needed to renovate the Rocklin campus, the District is exploring additional ways of funding facility projects. | Strategic Council

Board of Trustees | In Perpetuity.

Last Action Completed: January 2016 | The State continues to provide substantial scheduled maintenance dollars to the district. In 2016-17, Sierra is using $1.6 million to conduct major upgrades to campus infrastructure including, classrooms, bathrooms, PE classrooms and fire alarm systems. The two prior years saw the state providing Sierra with $1 million in funding each year to devote to scheduled building maintenance projects [6.IIIK]. |
| III. B. 1b | Given the number of projects needed to renovate the Rocklin campus, the District is exploring ways to fund needed maintenance and upkeep projects. Additionally, the Academic Senate's Gender Equity Committee will continue evidence gathering with the intent to share their information with | Strategic Council

Police Services | In Perpetuity.

Last Action Completed: October 2016 | The Annual Security Report required by the Clery Act is posted annually by Oct 1st. An all staff email and all student communication are sent out as required by the Clery Act to notify the campus community of this report. We also make the report available at the Security Office [6.IIIL]. |

	Strategic Council. The college will improve the public accessibility of the Clery Report and other security information such as the availability of student security escorts.			
III. B. 2	The college will complete the updating of the Facilities Master Plan that is currently in progress.	Office of Administrative Services Strategic Council	Completed. June 2014	The Facilities Master Plan was completed June 2014 [6.IIIM]. Since March 2012 the Task Force met on a regular basis to identify planning interests, propose ideas and ultimately recommend a FMP to the Sierra Joint Community College District's Board of Trustees for approval. It is the intent of the FMP Task Force to continue meeting periodically to maintain the integrity of the Master Plan, making revisions as necessary, ensuring that it aligns with the Education Master Plan and the Strategic Plan, and reflects the goals of the District. The FMP Task Force is a standing subcommittee of the Strategic Council, with representatives from the Student Senate, Classified Senate, Academic Senate, and Management Senate. Members are responsible for keeping their constituent groups up to speed on the FMP development and for communicating constituents' interests and concerns to the FMP Task Force, as this is the driving force behind the success of the planning process.
III. B. 2a	The college will continue updating the Facilities Master Plan.	Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. B. 2b	The college will continue to use and refine current planning processes at the institution, especially in regard to the role of PARAC in allocation of resources.	PARAC Strategic Council Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. C. 1.	The college will continue to develop and refine the District's intranet to best serve the needs of the college community.	IIT	Completed. 2015	In 2015 the District invested $20,000 in consulting services and upgraded the District's Intranet from SharePoint 2010 to SharePoint 2013 [6.IIIN]. This provided several inherent benefits to the District to (1) enhance search-ability for documents through SharePoint's enhanced search engine, (2) increase end-user's ability to "tag" information with whatever relevant key words are necessary to help yield the best search results, (3) provide a new FORMs library that is dynamically updated and highlights the top searched forms by department, and (4) create a dynamic self-service team site capability for project teams and committees to have a simple and intuitive collaboration platform within the District's intranet. This last scenario has been heavily

				used by the District's IT Security Committee and the MySierra Upgrade Project Team in 2015-2016. Work has started on the next Phase in 2016-2017 to enhance the District's intranet will be to further invest $12,000 for consulting services (Board approved in September, 2016) to leverage Office 365 and a District project management and tracking solution. This extends the District SharePoint 2013 intranet to seamlessly integrate into the Microsoft Office 365 SharePoint 2016 cloud services. Another focus will be to improve end-user adoption through User Guides and FAQ's.
III. C. 1a	The college will continue to use the ePAR process in order to identify and prioritize personnel and infrastructure needs of the institution.	PARAC	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. C. 1b	The college will continue to identify, resource, and provide training in the application of information technology for students, staff, and faculty.	IIT Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. C. 1c.	Based upon the Technology Master Plan, the District will evaluate and implement hardware refresh needs.	CIO Strategic Council	In Perpetuity. Last Action Completed: Fall 2016	In IIT has submitted ePar items for technology refresh annually. Over the past three Fiscal years, ePar Instructional Equipment funds have been allocated to both Lab computer refresh and Smart classroom refresh [6.IIIO]. As a result of these Instructional Capital Outlay funds and other funds, the District has been able to implement technology refresh in terms of computer replacements and smart classroom upgrades. In 2014 the District refreshed 205 lab computers in 9 computer labs (F-4 6 systems, A-110 4 systems, Lt-110 5 systems, V-107 40 systems, V-119 29 systems, V-121 29 systems, V-129 31 systems, V-318 30 systems, and W-213b 30 systems). In 2015 the District refreshed 325 lab computers in 13 computer labs with a combination of computers and Virtual Desktops running on zero-clients (VDI) (V-103 37 systems, N1-102 9 systems, Tr-230 22 systems, Dt-1a 27 systems, Dt-1b 27 systems, Rn-2 41 systems, N7-118 21 systems, Lr-424 20 VDI systems, M-7 30 VDI systems, M-8 10 VDI systems, V-208 53 VDI systems, V-217 25 VDI systems, N2-201 3 systems). In 2016, the District refreshed 94 lab computers in 6 computer labs (H-5 19 systems,

				Tr-226 25 systems, S-105/105c/107 22 systems, and Assessment 28 VDI systems). There are also 100+ Virtual Desktop systems including zero-clients that were purchased in 2015-16 that are pending installation that will replace additional systems at the Nevada County Campus. **The Smart Classrooms** In 2014-15 the District upgraded 24 smart classrooms (C6, C8, Dt-5, I1, Lr107a, Lr432, M3, Mt-7, Mt-9, S-103, S-115, V-108, V-118, V-122, V127, V-203, V-205, V-209, V-229, V-303, V-317, W-108, W-201, W-223). Five smart classroom upgrades were purchased in 2015-16 that have not been installed yet (to upgrade V-301, M-5, V-307, Lr-107b, and B-6). In the 2016-17 ePar list, $200,000 is allocated for smart classroom refresh which will upgrade approximately 17 rooms.
III. C. 1d.	The college will continue to ensure appropriate support for the development, maintenance, and enhancement of its programs and services through the distribution and utilization of technology resources. District will develop a business plan to ensure continuity of critical IIT services in the event of a sudden, catastrophic, long-term power outage. As viable cloud based solutions designed to provide disaster recovery and business continuity solutions become available, the District will investigate these with the goal of achieving an "always accessible" technology at Sierra relative to critical business	CIO	In Perpetuity. Last Action Completed: June 2016	IIT has continued its efforts to plan and test systems recoverability for critical District technology services. Through the Education Technology Committee (Ed Tech) and the Team Leads (formerly "Banner Team Leads") subcommittee, IIT collaborated to establish a ranking of technology services into four tiers, with Tier 1 being the most critical. Each tier has an established Recovery Point Objective (RPO) and Recovery Time Objective (RTO) corresponding to business priorities. These tiers, along with RPO/RTO's, are maintained within the District's intranet [6.IIIP]. In the summer of 2016 IIT conducted a DR Test to confirm its ability to successfully recover the Tier 1 services in under 4 hours (the Banner ERP production environment as well as the core network, telephone system, and Internet access services). IIT leadership, Ed Tech, and the Team Leads continue to work on incorporating the business continuity aspects (people and processes) and plan to conduct additional DR testing in the summer of 2017 with end-user emergency communications and testing. In June, 2016 IIT purchased additional shared storage system for $75,000 and has approved e-par funds for 2016-2017 to spend another $34,000 on shared servers for the NCC campus. This allows for recovery of critical services at an alternate and geographically diverse location. This will be configured and available for use/testing by the Summer 2017 DR test.

	applications and data.			
III. C. 2.	The District will continue to integrate its technology planning with institutional planning at every appropriate opportunity. The institution will also continue to systematically assess the effective use of technology resources throughout the District in a wide variety of ways and implement improvements as needed based on assessment feedback.	IIT Strategic Council	In Perpetuity	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 1.	The District will continue to ensure that financial planning is informed by the District's mission and goals.	PARAC Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 1a.	The District will continue to assess and strengthen as needed the financial planning processes to ensure linkages with institutional planning.	PARAC Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 1b.	Given the volatility and uncertainty of the District's revenues from the state, the District will continue to maintain tight control over its expenditures.	PARAC Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

III. D. 1c.	The District will continue to carefully consider its long-range financial commitments and obligations and maintain a conservative approach to budgeting in its short-range planning.	PARAC Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 1d.	The District will assess the impact of the new timeline for budget planning and development resource allocation in 2013-14 and continue to make modifications as necessary and appropriate.	Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 2a.	The college will continue to improve financial planning and reporting by timely and routine dissemination to and discussion of the District's budget and financial information to the college community.	Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 2b	The college will continue to ensure that institutional responses to external audit findings are comprehensive, timely, and communicated appropriately through the college community.	Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

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III. D. 2c	The District will continue to look to find ways to improve its openness and transparency with regard to all its financial data and will continue to provide good service to budget managers and staff within the college community.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 2d.	The District will continue to ensure it has appropriate internal controls that capture and address any fiscal irregularities.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 2e.	The college will continue to evaluate and modify internal control activities to ensure their validity and effectiveness.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3.	The college will continue to ensure sound financial practices and financial stability through effective financial policies and procedures.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3a.	The college will continue to develop a multi-year approach to budgeting to help address economic downturns.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

III. D. 3b.	The college will continue to ensure the effective management and oversight of all financial resources through periodic and focused evaluation of financial management processes by appropriate college governance bodies.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3c.	The District will continue to work to improve ways to reduce the District's annual OPEB liability while at the same time honoring its commitment to current and future retirees entitled to this benefit.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3d.	The District will continue to prepare and review actuarial studies as required to determine the District's OPEB obligations.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3e.	The District will continue to look for opportunities to lower its short and long-term debt obligations in the years ahead.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 3f.	The college will continue to maintain and adhere to processes and procedures that manage loan default rates and	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	ensure regulatory compliance.			
III. D. 3h	Continue to engage in an ongoing cycle of assessment, evaluation, review and improvement and make improvements based on feedback from both internal analyses as well as analyses from the broader college community.	Educational Effectiveness Committee Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
III. D. 4	The college will evaluate the new timeline via the shared governance structure at the college for planning and budgeting to ensure it meets the institutional need.	Strategic Council Office of Administration	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
Standard IV. A.	The college will continue to assess its ethical and effective practices through the established leadership structure of the college and continue to keep the college community well-informed of the college's governance structure and decisions to allow for continuous and quality feedback and improvement as needed.	All Senates Strategic Council PARAC	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	The college will continue to offer opportunities for participatory leadership at all levels of the college.			
IV. A. 1.	The college will continue its efforts to communicate and encourage participation to assure effective discussion, planning, and implementation of new ideas, as well as reviewing and revising, as necessary, the formal reporting structures of all committees. College governance bodies will seek ways to better integrate ad hoc committees into the college's governance structure.	All Senates Strategic Council PARAC	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. A. 2.	The institution will continue to support its own policies regarding shared governance participation by all member of the college community. Additionally, the college's Academic Senate will explore ways to more fully integrate participation in shared governance of the part-time faculty. The Academic Senate works	Academic Senate	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	with the college's shared governance bodies to implement solutions to issues surrounding full-time faculty availability in the summer.			
IV. A. 2a.	The college will initiate mechanisms to formally define the role of educational administrators in Strategic Council. Evaluate current re-assigned times and adjust as needed to ensure maintenance of the faculty voice as appropriate in institutional policy making, planning and budget.	Strategic Council Office of the President	Completed. May 29, 2015	The structures described in Board Policy and Administrative Procedure 2510 clearly define the various roles of faculty, educational administrators, classified staff, and students in institutional governance [6.IV].
IV. A. 2b.	The college will continue to rely primarily on the Academic Senate and its standing committees. It also relies heavily on its educational administrators through their participation in Academic Senate committees and Deans' Council to ensure the continued high quality of its student learning programs and services.	Academic Senate Deans VP of Instruction VP of Student Services	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. A. 3.	The college will continue to assess and improve	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	college communications structures to ensure widespread, timely, appropriate and effective participation by all of the college's constituent groups and commensurate communication on all matters through the college community.	All Senates		
IV. A. 4.	The college will continue to pursue mutually rewarding relationships with outside agencies and will continue to maintain a strong relationship with the ACCJC by continuous contact with these bodies and by regular participation in conferences, workshops, and other meetings of mutual interest and benefit to both the college and the agencies. The college will also continue to respond expeditiously to ACCJC recommendations and will continue to cultivate with the ACCJC strong ties to ensure the continued excellence of our college's operations.	Office of the President ALO	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

IV. A. 5.	The college will continue the evaluation cycle, and continue to identify, assess, and implement the necessary improvements.	PARAC Strategic Council	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1.	The Board of Trustees will continue to exercise its responsibilities to set college policies that assure high quality student learning programs and the selection and evaluation of a high quality CEO; the Board will regularly review and update these policies to assure their continued effectiveness of implementation.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1a.	The Board of Trustees will periodically review and update its Norms of Board Conduct to ensure its continuing integrity and effectiveness in the appropriate oversight of the college.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1b.	The Board of Trustees will continue to regularly review and update its policies and procedures regarding oversight and management of student learning programs and	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

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	support resources.			
IV. B. 1d.	The college will make timely updates to information regarding the Board of Trustees published on the college's website and will regularly update as needed changes to published hard copies of information regarding the Board's bylaws and policies specifying the Board's size, duties, responsibilities, structure and operating procedures.	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1e.	The Board will continue to regularly update its policies and procedures and will regularly communicate with constituents to ensure its consistent adherence to its policies and procedures.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1f.	The Board of Trustees will continue to seek ways to continue to educate themselves and new Board trustees and will adhere to existing policies regarding election and replacement of trustees.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

IV. B. 1g.	The Board will continue to review and revise its self-evaluation instrument to ensure that it remains an effective tool.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1h.	The Board will continue to regularly evaluate itself to ensure that it continues to act in a manner consistent with its Code of Ethics both as a body and as individuals.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1i.	The Board will continue active involvement in the college's accreditation process through continued periodic updates at Board of Trustees meetings and through scheduled review of the college's self-study in both draft and final form.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 1j.	The Board will continue to adhere to its policies regarding delegation of authority to the college president.	Board of Trustees	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV. B. 2a.	The president will regularly assess, through his Executive Team and through consistent and regularly	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

	applied evaluative instruments, the appropriateness and effectiveness of the college's organizational structure and administrative staff.			
IV.B.2b	The college will continue to evaluate and strengthen the institution's processes for research based planning and resource distribution to achieve learning outcomes. Test these processes as resources return to the college as expected during the 2013-14 year.	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV.B.2c.	The president will continue to foster active and engaged community relations and assure the implementation of applicable regulations and policies.	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.
IV.B.2d.	The president will continue to work with the Board, campus community and shared governance bodies to agree upon and establish realistic funding priorities and expenditure reductions.	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

IV.B.2e.	The president will continue to communicate effectively with the community served by the institution.	Office of the President	In Perpetuity.	AIP is a restatement of the Standard. This is an ongoing compulsory activity.

Appendix: List of Supporting Evidence

5.A Response to Recommendations for Improvement and Data Trend Analysis Commission

Recommendation 2
- 5A   College Catalog, Rise 1
- 5B   Student Equity Plan 2015-16
- 5C   RISE Website
- 5D   Academic Senate Minutes 5-11-16
- 5E   R4S Website

Recommendation 3
- 5F   Facilities Master Plan, 2014

Commission Recommendation 5
- 5G   Board of Trustees Public Documents
- 5H   Academic Senate Recollections, 5- 4-16
- 5I   Strategic Council Recollections, 5-13-16
- 5J   Board Policies and Administrative Procedures webpage

Analysis of data trends from the Annual Reports and Annual Fiscal Reports
- 5K   VPI Sutphen's email
- 5L   SLO Website, SLO results
- 5M   SSAO form

6.A Response to Self-Identified Improvement Plans

STANDARD I
- 6.IA   BP 1200
- 6.IB   BP 1200
- 6.IC   Strategic Council Agenda 10-17-14
- 6.ID   Strategic Council Agenda 2-20-14
- 6.IE   Strategic Council recollections from 12-12-14
- 6.IF   Strategic Council recollections from 5-13-16
- 6.IG   BP 1200
- 6.IH   Strategic Council Agenda 10-17-14
- 6.II   Strategic Council Agenda 2-20-14
- 6.IJ   Strategic Council recollections from 12-12-14
- 6.IK   Strategic Council recollections from 5-13-16
- 6.IL   Educational Effectiveness Committee Recollections 5-5-15
- 6.IM   SLO Participation Policy
- 6.IN   SLO Participation Policy
- 6.IO   Academic Senate Recollections 5-11-16
- 6.IP   SLO Website Assessment Results
- 6.IQ   Purchase order, SharePoint
- 6.IR   Program Review Template

STANDARD II
- 6.IIA Sierra College Faculty Association Contract
- 6.IIB Curriculum, Form E
- 6.IIC Program Review Template
- 6.IID VPI Email
- 6.IIE Canvas SLOs Rubric Outcomes Flex
- 6.IIF AP 4021
- 6.IIG   Academic Senate Recollections 10-19-16
- 6.IIH Academic Senate Recollections 5-13-15
- 6.III SAA Carlson TracDat Technician
- 6.IIJ SLO Website
- 6.IIK Curriculum Form E
- 6.IIL ADT Progress Report
- 6.IIM Chancellor's Office Report, Campaign for College Opportunity
- 6.IIN MLA Flex Workshop
- 6.IIO Online Catalog Proposal
- 6.IIP Leepfrog Contract
- 6.IIQ College Catalog 2016 website
- 6.IIR AP 5055
- 6.IIS Student Services Support Programs website
- 6.IIT Student Engagement Center website
- 6.IIU Academic Senate Recollections, 10-5-16
- 6.IIV Tutoring Statistics

STANDARD III
- 6.IIIA Hiring Manual Draft Proposal
- 6.IIIB Job Posting Director of EEO Diversity and Title IX
- 6.IIIC Formula Committee Meetings
- 6.IIID Hiring Manual Draft Proposal
- 6.IIIE Board of Trustees Minutes, 2-9-16
- 6.IIIF Flex Calendar, Curriculum Development WebCMS workshop
- 6.IIIG Academic Senate Recollections, 8-31-16
- 6.IIIH Academic Senate Recollections, 9-7-16
- 6.IIII Facilities Funding
- 6.IIIJ Board of Trustees, 6-10-14
- 6.IIIK Facilities Funding
- 6.IIIL Annual Security Report website
- 6.IIIM Facilities Master Plan
- 6.IIIN Purchase Order SharePoint
- 6.IIIO ePAR Equipment Funds
- 6.IIIP District Test and Recovery Status

STANDARD IV
- 6.IVA BP 2510