



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

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January 31, 2008



Dr. Linda Lacy
Interim President
Riverside City College
4800 Magnolia Avenue
Riverside, CA 92506

Dear President Lacy:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 9-11, 2008, reviewed the institutional self study report and the report of the evaluation team which visited Riverside City College on Monday, October 8, 2007-Thursday, October 11, 2007. The Commission took action to reaffirm accreditation, with a requirement that the college complete two Progress Reports.

I also wish to inform you that under U.S. Department of Education regulations, institutions out of compliance with standards or on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation. Riverside College must correct the deficiencies noted by **January 2010**.

The Commission asks that the first Progress Report be submitted by **October 15, 2008**. That Progress Report should demonstrate the institution's resolution of the recommendations and concerns as noted below:

College Recommendation 1: Institutional Commitments and Evaluation, Planning and Improvement

The team recommends that the college reframe its mission to be comprehensive, including the educational goals that may be fulfilled at the college and a description of the primary student population for which the college is designing programs (Standard I.A).

- The team further recommends that the college clarify the ways in which the strategic plan aligns with the college mission statement, links to strategic goals, drives budget allocation, and ensures the distribution of technology and human resources (Standard IIID.1).
- The team also recommends that the college develop a process for integrating program review with institutional goals, complete the implementation of the planning process, assess that process, and communicate the results of that assessment to all constituents in order to promote institutional effectiveness and identify areas for improvement (Standards IB.2, IB.3, IIB.4 and IIID.3).

College Recommendation 3: Organization

To meet the standards related to ethical, effective, and empowered leadership, the team recommends that the college (Standards IVA, IVA.1, IVA.2, IVA.2a, IVA.2b, and IVA.3).

- Identify and document the roles, scope of authority, and responsibilities of students, faculty, staff and administrators in the decision-making processes;
- Identify and document the charge, the scope of authority, and the responsibilities of each college committee; and
- Identify and document the specific procedures for moving items or issues through the decision-making processes at the college and between the college and district, including mechanisms for providing feedback.

The Commission asks that the second Progress Report be submitted by **October 15, 2009**. That Progress Report should demonstrate the institution's resolution of the recommendations and concerns as noted below:

District Recommendation 1:

The teams recommend that the board of trustees and chancellor develop and implement a district strategic plan that will:

- Align with the district mission statement (Standards IA.I and IIID.1);
- Provide a framework for the college's/campuses' strategic plans (Standard IB.4); and
- Drive the allocation of district resources for the college, campuses, and district office (Standard IIID.1; Eligibility Requirement 19). The need to connect budget and planning remains unfulfilled from the 2001 accreditation recommendations.

District Recommendation 2:

The teams recommend that the district and college/campuses develop, implement, and assess a resource allocation model that

- Is open, transparent, and inclusive; (Standards IB and IVB.3c)
- Is widely disseminated and reviewed periodically for effectiveness; (Standards IIID.2b and IIID.3)
- Is linked to the strategic plans at the district, college, and campus levels (Standards IA.1, IIID.1 a-d, and IVB.3c; Eligibility Requirement 19).

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District Recommendation 3:

The teams recommend that college, campus, and district administrators and faculty delineate, document, and assess:

- The roles and responsibilities between and among the district's entities; (Standard IVB.3; Policy and Procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems)
- The roles and scope of authority of the CEOs at the district and college/campus levels; (Standard IVA.2)
- A feedback loop between and among the entities on key issues, such as planning, staffing priorities, etc.; (Standards IVA.2, IVB.3, IVB.4, and IVB.6).

District Recommendation 4:

The teams recommend that the district clearly specify personnel selection procedures for district administrators including the position of the chancellor. These selection processes must include input from the various college/campuses constituent groups (Standards IIIA.1, IIIA.3, IVA.2, and IVB.1).

District Recommendation 5:

As recommended by the 2001 accreditation visiting team, the teams recommend that the board of trustees implement its recently approved process for self-evaluation (Standard IVB.1g).

All colleges are required to file a **Midterm Report** in the third year after each comprehensive evaluation. Riverside City College should submit the Midterm Report by **October 15, 2010**. Midterm Reports indicate resolution of any team recommendations made for improvement (**College Recommendation 2**), include a summary of progress on college-identified plans for improvement as expressed in the self study report and forecast where the college expects to be by the time of the next comprehensive evaluation.

I have previously sent you a copy of the evaluation team report. Additional copies may now be duplicated. The Commission requires you to give the team report and this letter appropriate dissemination to your college staff and to those who were signatories of your college self study report. This group should include the Chancellor, campus leadership, and the Board of Trustees. The Commission also requires that the team report and the self study report be made available to students and the public. Placing copies in the college library can accomplish this. Should you want the report electronically to place on your web site or for some other purpose, please contact Commission staff.

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The recommendations contained in the evaluation team report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the college is expected to use the report to improve the educational programs and services of the institution.

The college conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in that document be taken into account in the continuing development of Riverside City College. The next comprehensive evaluation of the college will occur during **Fall 2013**.

Finally, let me take this opportunity to remind you that federal legislation affecting accrediting agencies requires that accredited colleges conduct systematic assessment of educational outcomes (see especially Standards One and Two). A further requirement is that accrediting agencies pay close attention to student loan default rates.

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno, Ph.D. President

BAB/tl

cc: Dr. Jim Buysse, Interim Chancellor, Riverside CCD
Ms. Sylvia Thomas, Accreditation Liaison Officer
Board President, Riverside CCD
Dr. Eva Conrad, Team Chair
Evaluation Team Members