Accreditation Follow-Up Report Summary
March 2016 Comprehensive Visit
Los Angeles Pierce College

Recommendation for Compliance	Related Standard(s)	Action Taken to Address Recommendation	Status of Action (Completed / In Progress)?
Recommendation 7: In order to meet the Standard, the team recommends the College allocate appropriate fiscal resources and adopt a lifecycle plan for the ongoing refresh and replacement of technology to ensure that its technological infrastructure quality and capacity are adequate to support its mission, operations, programs, and services.	III.C.2	Allocated recurring funds of $200,000 for tech refresh of 170 computers annually.	Completed
		Allocated one-time funds totaling $835,000 to provide resources to network stability and reliability, and smart classroom audio-visual (AV) upgrades. Included in this amount are increased wireless access ports, a contract for VoIP support services, a contract for maintenance for AV equipment, and repair of existing AV equipment.	Completed
		Developed a "Tech Refresh Plan," which was vetted through the participatory governance process.	Completed
		Establish an IT maintenance schedule two days per month for individual servers to be taken offline and serviced.	Completed
Recommendation 8: In order to meet the Standard, the team recommends that the College achieve an adequate level of professional support for students and staff to address service gaps in the information technology department and to fully support technology needs directly related to local instructional and student support services, as well as institutional operations.	III.C.1 III.C.4	Hired eight (8) new employees in IT, which represent an 89 percent increase in staffing, excluding the IT Manager and Office Assistant (from 9 to 17 employees).	Completed
		Provided customer service training and resources for all IT personnel to better support the instructional and student services divisions.	Completed
		Created an IT Help Desk to support end users more effectively and significantly reduce the time to complete work orders.	Completed

Accreditation Follow-Up Report Summary
March 2016 Comprehensive Visit
Los Angeles Pierce College

Current and Future Accreditation Challenges
Maintaining an adequate level of funding to support IT infrastructure and personnel on an ongoing basis from year to year. Timely completion of evaluations.

Los Angeles Pierce College
Follow Up Report

The Follow Up Report is submitted in support of Reaffirmation of Accreditation

Submitted by:

Los Angeles Pierce College
6201 Winnetka Avenue
Woodland Hills, CA 91371

Submitted to:

The Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 1, 2017

Certification of Follow Up Report

From: Dr. Kathleen F. Burke

Los Angeles Pierce College
6201 Winnetka Avenue
Woodland Hills, CA 91371

I certify there was effective participation by the campus community, and I believe this Report accurately reflects the nature and substance of this institution.

Signatures:

Kathleen F. Burke	Date
President, Los Angeles Pierce College	

Francisco C. Rodriguez, Ph.D.	Date
Chancellor, Los Angeles Community College District	

Sydney K. Kamlager	Date
President of the Board	
Los Angeles Community College District	

Sheri Berger, Vice President of Academic Affairs and	Date
Accreditation Liaison Officer, Los Angeles Pierce College	

Margarita Pillado, Faculty Accreditation Coordinator	Date
Los Angeles Pierce College	

Anna Bruzzese, President, Academic Senate	Date
Los Angeles Pierce College	

Signatures:

Efren Lopez, President, Associated Students Organization Los Angeles Pierce College	Date

Fernando Oleas, Chapter President, AFT Faculty Guild, Local 1521, Los Angeles Pierce College	Date

Miguel Montanez, Chapter President, AFT Staff Guild Local 1521A, Los Angeles Pierce College	Date

Shytovia Jernigan, Chapter President Los Angeles City and County School Employees Union, Local 99, Los Angeles Pierce College	Date

James Theoharris, Chapter President Los Angeles/Orange Counties Building and Trades Council Los Angeles Pierce College	Date

Deborah Hefter, Chapter President, Supervisory Employees Local 721 Los Angeles Pierce College	Date

Donna-Mae Villanueva, Chapter President Teamsters Local 911 Los Angeles Pierce College	Date

Mofe Doyle, Representative, Unrepresented Managers and Confidential Employees, Los Angeles Pierce College	Date

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Statement on Preparation of the Follow Up Report

The Los Angeles Pierce College Follow Up Report provides evidence that the college has addressed the two recommendations for compliance and eight District recommendations for compliance as outlined in the Accrediting Commission's July 8, 2016 Action Letter (RP01: Action Letter).

For the two college compliance recommendations, the college president assigned primary responsibility for the analysis and evidence presented in the Follow-Up Report to the college's administrators, staff, and the participatory governance bodies whose areas of responsibility involve technology and resources: the Information Technology Services Group (ITSG), the Administrative Services division, the Budget Committee (BC), and the Technology Committee (TC) (RP02: Email dated Month date, Year). The preparation of the college's response to the recommendations was coordinated by the Los Angeles Pierce College Accreditation Steering Committee (ASC), a participatory governance body under the umbrella of the Pierce College Council (PCC), which is co-chaired by the Accreditation Liaison Officer and the Faculty Accreditation Coordinator. The ASC functioned as the responsible party for the establishing the timeline, the developing of the draft document, and providing the editorial comments before completion of the Follow-Up Report. The committee met monthly during the fall 2016 and spring 2017 semesters to hear reports from the responsible parties, and to review the evidence included in this report.

Los Angeles Pierce College Accreditation Steering Committee (ASC)			
Administrators	**Staff**	**Faculty**	**Student**
Sheri Berger*^	Doreen Clay	Wendy Bass Keer	Kareen Cohen-Sadik
Oleg Bespalov	Carlos Guzman	Anna Bruzzese	Rita Ngaka
Earic Dixon-Peters	Shytovia Jernigan	Lyn Clark	
José Luis Fernández	Miguel Montanez	Monique Cleveland	
Mark Henderson		Fernando Oleas	
William Marmolejo		Paula Paggi	
Kalynda McLean		Margarita Pillado*^^	
Paul Neiman		Adrian Youhanna	
Anafe Robinson			
Rolf Schleicher			

* Committee Co-Chair
^ Accreditation Liaison Officer
^^ Faculty Accreditation Coordinator

Los Angeles Pierce College Budget Committee (BC)			
Administrators	**Staff**	**Faculty**	**Students**
Sheri Berger	Suleman Ishaque	Angela Belden	
Earic Dixon-Peters	James Theoharris	Kaycea Campbell*	
Mary Anne Gavarra-Oh		Fernando Oleas	
Paul Nieman		Joseph Perret	
Victoria Romero			
Rolf Schleicher*			

* Committee Co-Chair

Los Angeles Pierce College Technology Committee (TC)			
Administrators	**Staff**	**Faculty**	**Students**
Earic Dixon-Peters	Suleman Ishaque	Wendy Bass Keer	Ahmed Jiha
José Luis Fernández	John Millhone	Jill Binsley	Caroline Maroutian
Mary Anne Gavarra-Oh	Randall Sparks	Clayton Gediman	
Mark Henderson	James Theoharris	Michael Gend	
Larry Kraus		Amy Sirott	
Susan Rhi-Kleinert		Edward Tchertchian*	
Anafe Robinson		Adrian Youhanna	
Bruce Rosky*			

* Committee Co-Chair

As one of the nine colleges in the Los Angeles Community College District (District), the college was also involved in the preparation of the District's response to the eight district compliance recommendations. The college's Accreditation Liaison Officer, the Faculty Accreditation Coordinator, and the college president participated as members in the District Accreditation Committee (DAC), which is comprised of the nine Accreditation Liaison Officers, nine college faculty accreditation leads, a college president, and representatives from the Educational Services Center (RP03: DAC Charge). Following the Accrediting Commission's Action Letter, the DAC developed a timeline to ensure the timely completion of the district portions of the Follow-Up Reports and the assembly of the evidence that supports it.

LACCD Accreditation Committee (DAC)			
ALO	**CEO**	**Faculty**	**ESC**
LACC Dan Walden		LACC Dan Wanner	Ryan Cornner
ELAC Ruben Arenas		ELAC David Song	Maury Pearl
LAHC Bobbi Villalobos		LAHC Sasha David Lorrie Kato	Danielle Jack
LAMC Isabelle Saber		LAMC Kelly Enos	
LAPC Sheri Berger	LAPC Kathleen Burke	LAPC Margarita Pillado	
LASC Lawrence Bradford	LASC Denise Noldon	LASC Ralph Davis	
LATTC Leticia Barajas		LATTC Kenadi Le	
LAVC Karen Daar		LAVC None	
WLAC Aracely Aguiar		WLAC Kimberly Manner	

The DAC met during the 2016-2017 academic year and reviewed progress made on the recommendations. The DAC regularly reported progress towards addressing the district compliance recommendations to the Board of Trustees through the Institutional Effectiveness and Student Success Committee (IESS) (RP04: Accreditation Response Plan; RP05: LACCD Accreditation summary; RP06: IESS District Accreditation Update).

The sections of this Follow-Up Report that address the district compliance recommendations were drafted by the leads in each area at the Educational Services Center from the areas of Human Resources, Information Technology, Educational Programs and Institutional Effectiveness (EPIE), Office of General Counsel, and Finance and Resource Development. The area lead responses were compiled and written in one voice by the Educational Programs and Institutional Effectiveness division and provided to the District Accreditation Committee for approval (RP07: DAC Agenda, May 9, 2017).

The Follow-Up Report was vetted and approved by the Pierce College Academic Senate on May 22, 2017 and the Pierce College Council on May 25, 2017 (RP08: Academic Senate minutes; RP09: PCC minutes). Following the local approval, the Follow-Up Report was submitted to the EPIE office, where all nine follow-up reports were assembled and presented to the IESS Committee on August 23, 2017 (RP10: IESS Agenda). The Board of Trustees reviewed and approved the nine college reports on September 6, 2017 (RP11: September Board Agenda). Following Board approval, the college's Follow-Up Report was submitted to

the Accrediting Commission with all required signatures. The Follow-Up Report, and the supporting evidence have been posted on the college website.

Report Preparation and Approval Timeline

July 8, 2016	Accrediting Commission	College is notified of reaffirmation of accreditation for 18 months and is required to submit a Follow-Up Report by 10/1/2017.
July 12, 2016	College President, ALO	Responsible parties and deadlines are identified.
July 2016	TC/PCC	Dialogue about college recommendations begins.
August 17, 2016	ASC	Report timeline is established and Tech Refresh key support parties are identified.
September 21, 2016	Tech Refresh Task Force	Timeline to the Tech Refresh Plan is established.
October 1, 2016	College President	Progress report of college recommendations is presented to the IESS.
December 8, 2016	TC	Tech Refresh Plan is approved by the TC.
December 15, 2016	PCC	Tech Refresh Plan is approved by the PCC.
February 2017	College President/TC	Tech Refresh Plan is edited and returned to the TC and accepted with no objections by the committee.
February 15, 2017	ASC	Report evidence is discussed.
March 15, 2017	ASC/DAC	First revision of Follow-Up Report is completed. This initial draft includes a first draft of District responses to district compliance recommendations.
April 19, 2017	ASC	Second revision of Follow-Up Report is completed.
April 11, 2017	DAC	Second draft of District responses to compliance recommendations reviewed via email.
May 9, 2017	DAC	Revisions to the district compliance recommendations are approved.
May 17, 2017	ASC	Third revision of Follow-Up Report is completed and approved, including the third draft of district compliance recommendations.
May 22, 2017	Senate	Follow-Up Report is ratified.
May 25, 2017	PCC	Follow-Up Report is ratified.
August 23, 2017	IESS	Follow-Up Report is approved and submitted to the Board for final approval.
September 9, 2017	BOT	Board approves the Follow-Up Report.
October 1, 2017	College President	Report is submitted to the Accrediting Commission for Community and Junior Colleges.

Evidence List: Report Preparation
> RP01:   Accrediting Commission's Action Letter dated July 8, 2016
> RP02:   President Burke's email dated July 12, 2016
> RP03:   District Accreditation Committee (DAC) Charge
> RP04:   Accreditation Response Plan

RP05:   LACCD Accreditation summary
RP06:   IESS District Accreditation Update
RP07:   DAC Agenda, May 9, 2017
RP08:   Academic Senate Minutes, May 22, 2017
RP09:   Pierce College Council Minutes, May 25, 2017
RP10:   IESS Agenda, August 23, 2017
RP11:   Board Agenda, September 9, 2017

College Recommendation 7 (Compliance)

In order to meet the Standard, the team recommends the College allocate appropriate fiscal resources and adopt a lifecycle plan for the ongoing refresh and replacement of technology to ensure that its technological infrastructure quality and capacity are adequate to support its mission, operations, programs, and services. (III.C.2)

The college has allocated appropriate fiscal resources to strengthen its technological infrastructure quality and capacity. Through its annual resource prioritization process, the college has recommended that both ongoing and one-time fiscal resources be dedicated to information technology services as shown in the two most recent cycles of prioritization covering fiscal years 2016 and 2017. As indicated in the Resource Priority Lists (RPL) for those years, funding is recurring in the general fund (CR01: RPL for 2015-2016; CR02: RPL for 2016-2017).

The RPL for 2015-2016 dated September 21, 2015 shows that out of 264 requests for increased financial support 12 requests were directly related to information technology services. All 12 requests were ranked in the top 60, and the top 60 requests were funded by the college. Seven of the 12 requests provide ongoing funding for information technology services; all three personnel requests and three requests dedicated to technology replacement or repair provide ongoing support, including Item six on the RPL, which sets aside $200,000 in ongoing funds for "Tech Refresh" to replace all computers campus wide; specifically, 170 computers are slated for replacement annually (CR03: GST Purchase Order - Tech Refresh January 28, 2016; CR04: GST Purchase Order – Tech Refresh August, 2017).

These 12 approved requests include the following:
- Three (3) requests for increased personnel (Items 9, 10, and 30)
- Three (3) requests for investment in technology refresh or smart classroom technology (Items 6, 19, and 56)
- Six (6) requests for network stability and reliability (Items 1, 4, 17, 32, 52, and 53)

The 2016-2017 Resource Priority List October 2016 (CR02) shows that out of 67 requests prioritized for fiscal year 2017, four requests were directly related to information technology services. Three of the four requests were ranked in the top 20; and the top 20 requests were funded. These four requests included the following:
- Two (2) requests for increased personnel (Items 1 and 11)
- One (1) request for network stability and reliability (Item 2, $285,000 one-time funds)

- One (1) request for investment in smart classroom technology (Item 29, $550,000 one-time funds)

The following resources related to stabilizing the network and providing reliable infrastructure have been secured as follows:
- A third party was contracted to stabilize the network system (CR05: Contract for Network Stabilization)
- Technology Refresh for computers used campus wide to include Windows 7 with a three-year warranty contract (CR03; CR04)
- Wireless ports to increase access to Wi-Fi throughout the principal instructional portions of campus (CR06: RFC-Wireless Ports)
- Contract for Voice-over Internet Protocol (VoIP) support services to support the telephony systems throughout the campus (CR07: Contract VoIP Support Services)
- Contract for repair of smart classroom projections systems in the Center for the Sciences (CR08: AV Agreement letter with GST for CFS)
- Contract for repair of smart classroom projections systems in Automotive Technology (CR09: RFC Smart Classroom AV in Automotive Technology)

Several major requisitions have been forwarded and purchase orders have been generated through the Business Office to enhance and stabilize the college's IT environment.

- Head phones for the use of ITSG staff in the Information Technology Help Desk. (CR10: Purchase Order Head Phones)
- Asset Management Software to monitor and maintain items of value and to create structure in our IT refresh cycles to ensure that devices are replaced and upgraded as required (CR11: RFP AMS Asset Management Software 2017-04-04)
- Testing equipment for the network. This equipment is vital towards maintaining a stable and dependable environment. (CR12: RFP CDW Fluke Probes 2017-03-15)
- Lenovo laptops have been dispersed to all technicians in the ITSG. These laptops permit the technicians to access their work orders in the field and to connect to web-based applications. The use of these devices will improve the efficiency of each technician. (CR13: GST Order for Lenovo Laptops)

In addition to these resources, the college committed $9,804,000 in general obligation bond funding to install smart classroom technology in 114 classrooms in the following construction projects: North of Mall Phase I and Phase II (84), South of Mall (27), and Agricultural Sciences (3). In spring 2017, North of Mall Phase I was completed and 46 smart classrooms became fully operational with 608 class sections scheduled. According to the schedule, construction will begin on the remaining 29 classrooms in the summer of 2018 (CR14: Email from Build LACCD).

The college allocated a one-time investment of $780,000 to procure updated servers for the data center, conduct focus groups regarding wireless access, procure additional wireless access points, migrate email to Microsoft Office 365, and procure redundant servers for a disaster recovery center (CR15: PCC Minutes and Action Item 36-Completed). The request for contract was submitted to the Board of Trustees for approval in fall 2016. However, the

request was removed from the consent calendar at the Board meeting on November 2, 2016. No further action has been taken (CR16: Board of Trustees Minutes, November 2, 2017, pp. 10-11).

In fall 2016, the Technology Committee (TC), in collaboration with the Information Technology Services Group (ITSG) manager, developed a "Tech Refresh Plan" for information technology related equipment, which includes desktop computers for staff, instructional computer labs, networking equipment, including wireless and data center equipment. The Pierce College Council reviewed the plan, approved it at the December 15, 2017 meeting and forwarded it to the college president for adoption. In February 2017, the college president recommended revisions to the plan and returned it to the TC for their consideration. The TC discussed the revisions and accepted all revisions with no objections at its February 9, 2017 meeting. Implementation of the Tech Refresh Plan commenced immediately (CR17: Technology Refresh Plan; CR18: Action Item 8-Approve Tech Refresh Plan; CR19: PCC Minutes, December 15, 2016; CR20: TC Minutes, February 9, 2017; CR21: PCC Minutes, February 23, 2017; CR22 TC Minutes, May 11, 2017).

In addition to the above resource allocations, the ITSG manager proposed an IT maintenance schedule of two days per month when individual servers can be taken offline and serviced. The request was approved by the PCC on May 26, 2016 (CR23: IT Maintenance Schedule, Action Item 31; CR24: IT Maintenance Emails). Recognizing the need for increase server maintenance, the ITSG manager requested a revised maintenance schedule of every Friday during the summer to improve system accuracy, validity, and resiliency (CR25: IT action item dated May 10, 2017). The PCC approved this new request May 25, 2017 (CR26: PCC Minutes from May 25, 2017).

The college has fully addressed Recommendation 7. The evidence described above supports the claim that the college has allocated appropriate fiscal resources and has adopted a lifecycle plan for the ongoing refresh and replacement of technology. These resources and the plan greatly enhance the quality and capacity of the college's technological infrastructure to effectively support its mission, operations, programs, and services. The majority of these ongoing fiscal resources are expended from the general fund; thus, ensuring the sustainability of the improvements.

College Recommendation 8 (Compliance)

In order to meet the Standard, the team recommends the College achieve an adequate level of professional support for students and staff to address service gaps in the information technology department and to fully support technology needs directly related to local instructional and student support services as well as institutional operations. (III.C.1, III.C.4)
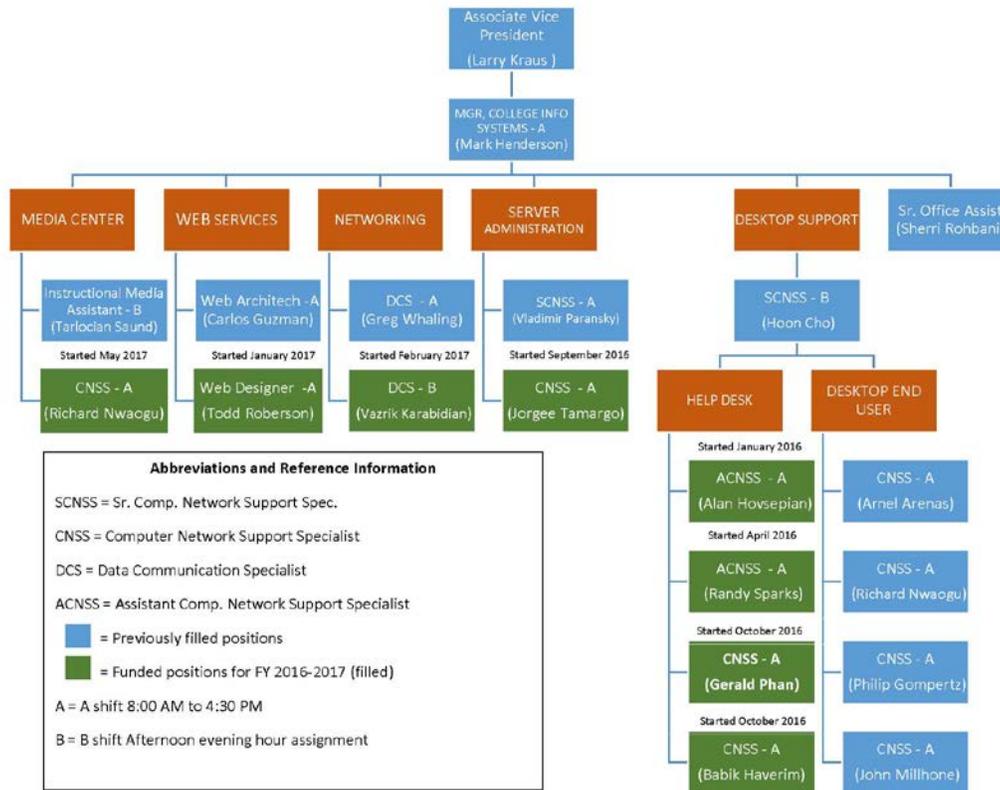
The college has approved a total of eight new positions in the Information Technology Services Group (ITSG), which represents an 89 percent increase in staffing, excluding the ITSG manager and Senior Office Assistant (from 9 to 17 employees)**.** All positions have been filled. These new positions, combined with organizational changes in the ITSG, increase the number of employees working in the evening hours by 50 percent (CR27: IT

Organization Chart Comparison 2014-2017- Revised August 2017). The following list itemizes the recent increase in ITSG personnel to support the college's IT infrastructure:

- A Request for Authorization to Fill a Permanent Position to hire an Assistant Computer Network Support Specialist (ACNSS) was approved by the president on June 29, 2015 and filled in January 2016 (CR28: Request for Authorization, ACNSS / AH)
- A Classified Staffing Request to hire an Assistant Computer Network Support Specialist (ACNSS) was approved by the president on January 26, 2016 and filled in April 2016 (CR29: C-1121form / RS)
- A Classified Staffing Request to hire an Instructional Media Technician was approved by the president on May 19, 2016, but the search failed. (CR30: C1121/IMT)
- A Classified Staffing Request to hire a Computer Network Support Specialist (CNSS) was approved by the president June 29, 2015 and filled October 2016 (CR31: C1121 / GP)
- A Classified Staffing Request to hire a vacant position for a Computer Network Support Specialist (CNSS) was approved by the president December 9, 2015 and filled September 2016 (CR32: C1121 / JT)
- A Classified Staffing Request to hire a Computer Network Support Specialist (CNSS) was approved by the president July 7, 2016 and filled October 2016 (CR33: C1121 / BH)
- A Classified Staffing Request to hire a Web Designer was approved by the president October 26, 2016 and filled February 2017 (CR34:C1121 form / TR)
- A Classified Staffing Request to hire a Data Communications Specialist was approved by the president November 17, 2016 and filled February 2017 (CR35: C1121 / VK – B shift)
- A Classified Staffing Request to convert the A-shift IMT position into a new position for a Computer Network Support Specialist (CNSS) was approved by the president February 28, 2017 and filled May 2017. At that time, 46 new classrooms equipped with smart classroom software became operational. This new technology basically rendered the original IMT job description almost obsolete as it did not accurately describe the new knowledge and functions required. The CNSS position is more congruent with handling level-one responses to inoperable audio/visual equipment and end components (i.e. computers, projectors, cameras, etc.) (CR36: C1121 / RN).

The following chart illustrates the growth in support positions in the Information Technology Services Group:

ITSG Organizational Chart
August 11, 2017

Associate Vice President
(Larry Kraus)

MGR, COLLEGE INFO SYSTEMS - A
(Mark Henderson)

MEDIA CENTER

Instructional Media Assistant - B
(Tarloclan Saund)
Started May 2017

CNSS - A
(Richard Nwaogu)

WEB SERVICES

Web Architech - A
(Carlos Guzman)
Started January 2017

Web Designer - A
(Todd Roberson)

NETWORKING

DCS - A
(Greg Whaling)
Started February 2017

DCS - B
(Vazrik Karabidian)

SERVER ADMINISTRATION

SCNSS - A
(Vladimir Paransky)
Started September 2016

CNSS - A
(Jorgee Tamargo)

DESKTOP SUPPORT

SCNSS - B
(Hoon Cho)

Sr. Office Assist
(Sherri Rohbani)

HELP DESK

Started January 2016
ACNSS - A
(Alan Hovsepian)

Started April 2016
ACNSS - A
(Randy Sparks)

Started October 2016
CNSS - A
(Gerald Phan)

Started October 2016
CNSS - A
(Babik Haverim)

DESKTOP END USER

CNSS - A
(Arnel Arenas)

CNSS - A
(Richard Nwaogu)

CNSS - A
(Philip Gompertz)

CNSS - A
(John Millhone)

Abbreviations and Reference Information

SCNSS = Sr. Comp. Network Support Spec.

CNSS = Computer Network Support Specialist

DCS = Data Communication Specialist

ACNSS = Assistant Comp. Network Support Specialist

= Previously filled positions

= Funded positions for FY 2016-2017 (filled)

A = A shift 8:00 AM to 4:30 PM

B = B shift Afternoon evening hour assignment

Along with this significant increase in personnel, the college has implemented a reorganization of the ITSG to improve the efficiency and effectiveness of its operations and support services. The improvements involved additional equipment, training, and more personnel assigned to the afternoon and evening schedule. Below is an itemized description of the evidence related to these improvements:

- In addition to the resources described under Recommendation 7 above, the reorganization involved additional ad-hoc resources such as technical equipment to facilitate communication with end users and professional training to support Microsoft server, security and maintenance (CR37: P.O. CDW Headphones; CR38: GST P.O for Lenovo Notebooks; CR39: P.O. New Horizons Windows Server Training).
- Training was scheduled in customer service and improving the work environment. (CR40: Email, MHN- Creating a Respectful Work Environment, Workshop Confirmation, March 25, 2017; CR41: Email and Attendance Sheet, Mind the Gap Training, April 28, 2017).
- In spring 2017, all ACNSS/CNSS/SCNSS personnel received an intensive five-day training, which ensured timely and efficient support to faculty related to the audio-

visual systems in the 46 new classrooms. (CR42: Request for Contract, Utelogy Training, March 14, 2017; CR43: Short Term Agreement, Utelogy Training, March 23, 2017).

- Increase of staff members working the evening B shift ensured that faculty and students are adequately supported during the afternoon and evening schedules. (CR27)

A noticeable improvement in the support of technology end-users is the reduction in open help tickets (CR44: History of Help Tickets). This improvement is largely due to a significant reconfiguration of the how tickets are created, routed and resolved. In spring 2016, the college moved from the Computerized Maintenance Management System (CMMS) to a more-user friendly JitBit work order system to process technology end-user issues. The transition to the JitBit system was the first step to develop an IT Help Desk environment focused on a prompt mitigation of issues (CR45: Email and JitBit Brochure). Thirteen months later, on May 1, 2017, the ITSG launched a new IT Help Desk for faculty and staff to receive immediate assistance (CR46: Email to Users-Help Desk). The Help Desk is staffed Monday through Thursday 8:00 a.m. to 7:00 p.m. and Friday 8:00 a.m. to 3:00 p.m., except from 12:00 p.m. to 1:00 p.m. daily. The service allows faculty and staff to request IT assistance, submit a new work order, or get a status on open work orders. The technician who staffs the Help Desk can assist over the telephone or open a work order ticket if the problem is more complex and needs additional time to resolve (CR47: Help Desk Log). The new process for addressing help tickets is illustrated below:
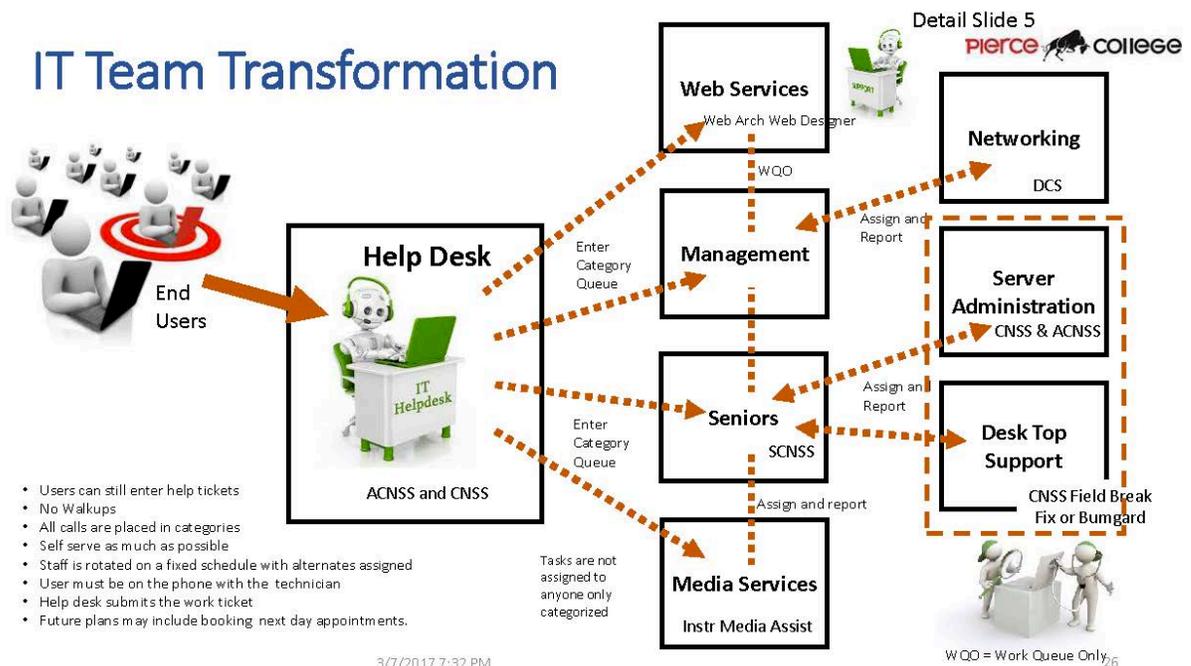
The college has fully addressed Recommendation 8 by demonstrating that it has enhanced the professional support for technology-related needs of faculty and students by significantly

increasing the number of IT personnel, reorganizing the ITSG, and providing resources in the form of equipment and training to improve technical proficiency and customer service.

Evidence List: College Recommendations (Compliance)

CR01:   Resource Priority List 2015-2016 dated September 21, 2015
CR02:   Resource Priority List 2016-2017
CR03:   Purchase Order GST for Tech Refresh 2016
CR04:   Purchase Order CDW for Tech Refresh 2017
CR05:   Contract with CDW Government for EMC VN5300 for Network Stabilization
CR06:   Request for Contract for Wireless ports
CR07:   Request for Contract for VoIP Support Services
CR08:   GST Audio Visual support letter of Center for the Sciences
CR09:   RFC GST Automotive Technology AV
CR10:   PO Head Phones CDW 2017-04-17
CR11:   RFP AMS Asset Management Software 2017-04-04
CR12:   RFP CDW Fluke Probes 2017-03-15
CR13:   GST Order for Lenovo Laptops
CR14:   Email from Build LACCD, dated Month day, Year
CR15:   PCC Minutes dated June 23, 2016 and Action Item 36, completed
CR16:   Board of Trustees Minutes, November 2, 2017, pp. 10-11
CR17:   Technology Plan, submitted December 2016
CR18:   Action Item 8-Approve Technology Refresh Plan
CR19:   PCC Minutes from December 15, 2016, Item VI.E, p 6.
CR20:   TC Minutes from February 9, 2017
CR21:   PCC Minutes from February 23, 2017
CR22:   TC Minutes from May 11, 2017
CR23:   IT Maintenance Schedule (spring 2016)-Action Item 31
CR24:   IT Maintenance email to users (2016-2017)
CR25:   IT Maintenance schedule update dated May 10, 2017 –Action Item XX
CR26:   PCC Agenda or Minutes from May 25, 2017
CR27:   Information Technology Organizational Chart Comparison between 2014 and 2017 as of April 28, 2017
CR28:   Request for Authorization – ACNSS dated June 29, 2015
CR29:   Classified Staffing Request for a new position – ACNSS dated December 18, 2015
CR30:   Classified Staffing Request for a new position – IMT dated May 19, 2016
CR31:   Classified Staffing Request for a new position – CNSS dated August 4, 2016
CR32:   Classified Staffing Request for Reclassification of a vacant position - CNSS dated December 18, 2015
CR33:   Classified Staffing Request for Reclassification of a vacant position - CNSS dated July 7, 2016
CR34:   Classified Staffing Request for a new position – Web Designer dated October 26, 2016
CR35:   Classified Staffing Request for a new position – DCS dated November 7, 2016

CR36:   Classified Staffing Request for a new position – CNSS dated March 1, 2017
CR37:   Purchase Order, CDW headphones order, April 17, 2017
CR38:   Purchase Order, GST, Lenovo Notebooks, February 6, 2017
CR39:   Purchase Order, New Horizons, Windows Server Training, April 13, 2017
CR40:   Email, MHN, Creating a Respectful Work Environment, Workshop
            Confirmation, March 25, 2017
CR41:   Email and Attendance Sheet, Mind the Gap Training, April 28, 2017
CR42:   Request for Contract, Utelogy training, March 14, 2017
CR43:   Short Term Agreement, Utelogy training, March 23, 2017
CR44:   History of help tickets as of April 10, 2017
CR45:   JitBit email and brochure
CR46:   Help Desk email May 1, 2017
CR47:   Most recent Help Desk log

District Recommendation 1 (Compliance)

In order to meet the Standard, the team recommends that the District ensure consistent and uniform guidelines for the search and selection of adjunct faculty. (III.A.1)

The District has policies for hiring that are established in Board Rule Chapter X Article III (D1.01 Ch. X - Article III). The previous adjunct hiring process allowed for the development of local processes that were not consistent across all colleges. Following the Commission's comprehensive visit, the District Academic Senate (DAS), working with the District's Human Resources Division (HRD) and Chancellor as representatives of the governing board, jointly agreed to a uniform hiring procedure for all adjunct positions. The District Academic Senate approved the hiring process on May 11, 2017. (D1.02 May 2017 DAS Agenda; D1.03 Adjunct Recruitment Process). Other participatory governance groups were consulted as well. The revised adjunct hiring process was included in the HR Guide (D1.04 HR GUIDE) which was approved and signed by the Chancellor on Month day, 2017. Based on the new process, an FAQ was developed to assist colleges in implementation (D1.05 FAQ Adjunct Hiring Process).

As part of the new process, a centralized web-based adjunct recruitment system of applicant lists by discipline was developed and is maintained by the HRD for dissemination to the colleges and other district hiring locations (D1.06 Recruitment Portal). The revised process includes a hiring selection committee with an Equal Employment Opportunity officer, for screening and interviewing applicants. The HRD also developed templates for posting adjunct positions (D1.07 Example Template PT HEALTH (DR-1)). The templates include duty statements, minimum qualifications, and application processes and are accompanied by a style guide to ensure conformity in the appearance of postings. The new process provides consistency for the recruitment and selection of adjunct faculty with the goal of ensuring a diverse and highly qualified list of applicants. All hiring processes throughout the district are confidential, and all evidence for this section has been redacted to protect that confidentiality.

The new process was implemented for adjuncts hired for fall 2017. The online application portal includes requests from every college for disciplines in need of adjunct faculty (D1.08 List of Disciplines Posted). The HRD validated adjunct hiring lists and distributed the lists to department chairs throughout the spring and summer sessions (D1.09 Example Email to Colleges; D1.10 Example Redacted applicant list). Selection committees reviewed the lists through the online portal to determine which candidates to offer interviews (D1.11 Process for Reviewing Applicants). All interviews were conducted as defined in the adjunct hiring process and included faculty and EEO membership. The uniform guidelines were used in the hiring of all new adjuncts for fall (D1.12 New Adjunct Hiring List to date).

At Los Angeles Pierce College, departmental adjunct hiring committees were formed during summer 2017 in accordance with the approved process. As of August 17, 2017, committees for Anthropology, Art History, CNC Machine Shop, History, Kinesiology, Library Science, Micro/Biology, Veterinary Technology, and Vocational Education have selected a total of 19 new adjunct faculty through this process (D1.13 Sample interview list redacted).

District Recommendation 2 (Compliance)

In order to meet the Standard, the team recommends that the District ensure all personnel are systematically evaluated at stated intervals in accordance with the bargaining agreements and Board policies. (III.A.5)

Following the site visit, the Human Resource Division (HRD) began an analysis of the current evaluation tracking processes. It found that the process did not include the ability to upload the evaluation as a digital record, which left a gap in the tracking mechanism. Additionally, the District enterprise system, SAP, did not include academic personnel as part of the evaluation tracking. This led to paper records that were sometimes incongruent with the SAP system and two separate means of tracking evaluations. The impact was District records that sometimes reflected fewer completed evaluations than college records.

The District has completed an update of the SAP system to enhance tracking and congruence in the evaluation process. The system is now used for all personnel, including classified and academic employees, as the system of record for evaluations. In addition, the system has been updated to include the ability to upload the evaluation (D2.01 Evaluation Alert System User 3 0 Manual; D2.02 LACCD_EASY enhancements release - 3.0). The digitizing of evaluation forms ensures that all official records agree and that the SAP system can serve as the official record. The SAP system can now track the percentage of evaluations that have been received and provide reports to managers to assist in completing all evaluations (D2.03 Evaluation Report). The system is programmed to track evaluations in accordance with the contractual guidelines in bargaining agreements. The system of submitting digital copies of evaluations for the official record and for tracking purposes went into effect for evaluations due January 1, 2017 or later. This process will capture all evaluations as they are due.

All colleges have implemented the evaluation process developed in the SAP system. As of June 30, 2017, the District has evaluated X percent of employees in accordance with the

stated intervals. Los Angeles Pierce College has evaluated X percent of employees in accordance with contractual requirements.

District Recommendation 3 (Compliance)
In order to meet the Standard, the team recommends that the District update the performance evaluations of academic administrators to include the results of the assessment of learning outcomes to improve teaching and learning. (III.A.6)

The Human Resource Division has worked with collective bargaining groups to add Student Learning Outcomes (SLO) and Service Area Outcomes (SAO) language to job descriptions, job duty statements, and evaluation forms. The District academic supervisors (Deans) operate under a collective bargaining agreement (D3.01 Local 911 2014-17 Agreement). On June 8, 2016, the Teamsters union and the District entered a Memorandum of Understanding to include the results of the assessment of learning and/or service outcomes in the evaluation of all Deans (D3.02 Signed Teamsters MOU). The evaluation form was immediately put into practice (D3.03 Deans Evaluation with SLO Assessment).

All unrepresented management and executive level administrators have also had SLO and/or SAO assessment integrated into the evaluation process. The revised evaluation forms ensure that learning and/or service outcomes are a component of the evaluation process (D3.04 Basic Other Academic Administrator; D3.05 FORM HR E-210C LACCD Summary Evaluation of College President Academic/Vice Chancellor).

Each college has implemented the new evaluation process for academic supervisors and managers. The process begins with common language in administrative job announcements that make clear the role of administrators in using learning and/or service outcomes to improve academic and service programs. All Colleges have used the revised job description for all new academic administrators (D3.06 Associate Dean, Strong Workforce; D3.07 Dean of Special Programs and Services). All colleges have evaluated current administrators based on the revised job duties and evaluation processes. This includes utilizing the revised evaluation form that mandates a review of the administrator's use of learning and/or service outcomes. All administrative evaluations are up to date and are available in the personnel files for review.

District Recommendation 4 (Compliance)

In order to meet the Standard, the team recommends that the District and colleges develop a comprehensive Business Continuity/Disaster Recovery plan to ensure reliable access, safety, and security. (III.C.3)

The visiting team indicated that the District and the colleges share responsibility for technology resources and that this led to situations in which technology resources and planning were inconsistent across the colleges. As an example, the team noted that while the District's Educational Service Center has onsite and offsite backups, only some of the colleges had offsite backup systems. In addition, business continuity plans were inconsistent as were the technology resources needed to implement such plans. The District has worked to

develop a comprehensive Business Continuity plan that is consistent across all colleges and for the District centralized functions. The plan utilizes the California Community College System Office Information Security Center Template as the framework for a robust disaster recovery process.

The plan was developed through the District Technology Committee constituted by all college IT managers and the District Chief Information Officer. Based on the state template and multiple district-wide technology assessments (D4.01 District Technology Assessment Summary, D4.02 CCCCIO Assessment), the committee refined the recommendations to fit the specific staffing, governance, and technology infrastructure of the District. The committee approved a district-wide business continuity and disaster recovery plan on July 14, 2017 (D4.03 LACCD College and ESC IT Systems Backup and Disaster Recovery Standards and Procedures). The plan was codified in Administrative Regulation B-37, which was approved by the Chancellor on Month day, 2017 (D4.04 Administrative Regulation).

While the plan puts in place a consistent process for ensuring reliable access, safety, and security of district and college technology and data, the District has worked to further identify improvements in technology systems, hardware, and processes that will offer even further protection and continuity. As part of a district-wide technology project, the Board requested an assessment of college and district technology needs (D4.05 FMPOC 40J Technology Update) and the development of a Strategic Execution Plan (DD4.06 Strategic Execution Plan Timeline) that would improve technology systems such that all colleges are operating at the same standard. The plan included improvements of storage systems, firewall security, and servers that was used in the development of the business continuity and disaster recovery plan.

The completed technology assessment indicated a need for enhanced data storage processes. The Strategic Execution Plan included enhancement to data storage that would lead to segregated onsite storage, local offsite storage, and offsite emergency backups (D4.07 Backup Plan Update Presentation and Timeline). The District has already begun implementation of these improvements with the District and each college adopting a new segregated backup storage system that ensures that all data and systems have a backup separated from the general system. These storage systems bring all colleges up to the same standard for security, and training has been provided for college IT employees on the use of the systems (D4.08 Backup Strategy).

The second phase of the back-up plan includes the development of offsite backups for all colleges. The District has sought industry experts in the development of these planned upgrades. As part of an overall technology assessment strategy, the District will be contracting with a consultant to conduct an evaluation of current IT policies and processes at the college and district level (D4.09 LACCD IT Infrastructure and Organization Assessment). This evaluation will include final recommendations for the use of offsite cloud or tape back-ups. The technology solution will be implemented uniformly across all colleges to add another layer of security.

The District also plans to enhance business continuity and minimize downtime through the purchase of additional servers that could be used as a cold site in the event of a catastrophic event or as a warm site in the event of minor outages. These servers will allow the district to maintain enterprise functions if the primary datacenter is inoperable. The purchase of these servers is included in the Strategic Execution Plan with funding identified. The technology assessment strategy noted above will assist the District in identifying the most appropriate location for the secondary site. Additionally, the District has already developed performance/product standards for servers (D4.10 Server Standards). The result of these actions will be uniform server functionality across the district and colleges and the ability to mobilize district resources in support of any college in the event of an emergency.

Through initial assessments it has been made clear that there is a need for a greater standardization related to IT systems. The technology assessment strategy will include an evaluation of current IT organizational structure, policies, processes, and staffing at the college and district-level. This evaluation will be used to determine what additional policies, regulations, and processes should be adopted to bring the District to a higher industry standard for IT operations, cyber security, and business continuity.

District Recommendation 6 (Compliance)

In order to meet the Standard, the team recommends that the District comprehensively responds to the recurring audit findings concerning: 1) the internal control weakness in information technology controls over the areas of security and change management; and 2) the state compliance exceptions related to "To Be Arranged" (TBA) hours attendance documentation and course classifications. (III.D.7)

As part of the ongoing efforts to correct audit findings, the District develops corrective action plans. The corrective action plan for technology controls was developed following the 2015 Audit indicating that the District would increase segregation of duties and further implement Security Weaver (D6.01 2014-2015 Audit p.82-84). The segregation of duties issue has been addressed with additional hiring of a Software Systems Engineer who developed and improved the processes related to security and change management. Over the past year, the District Information Technology Team refined internal controls to establish a list of users who should have administrative and other elevated (Super User) access within the district enterprise system (SAP) (D6.02 LACCD SAP Privileged Access Report). The District has redacted names and usernames for security purposes. Full reports are available upon visit. The team conducted further reviews of roles and implemented processes and procedures to segregate duties. Additionally, the District Information Technology Division established a new process to limit the use of shared user IDs to ensure that access is appropriate to the user's job responsibilities. In August 2016, the District engaged in its regularly scheduled audit. The auditing firm found significant improvements related to technology controls over the areas of security and change management. (D6.03 2015-2016 Audit p.96-98)

Past corrective action plans related to the audit findings for TBA hours have included training with no changes in internal procedures. The District worked to develop a new corrective action plan (D6.04 TBA Validation Process) that involves increased central review

and control over the TBA reporting. This plan was shared with Chief Instructional and Student Service Officers in a joint meeting on May 20, 2016, for final revision and approval (D6.05 CIO CSSO Joint Council Agenda 5 20 16). The validation process includes periodic reviews of TBA courses to ensure that required curricular and attendance records are present. While the colleges still retain the autonomy to schedule TBA courses, the District assumes the role of verifying that all state requirements are satisfied prior to submitting final FTES reports. At the end of each semester, the Division of Educational Programs and Institutional Effectiveness will audit attendance records for compliance. Scheduled sections not meeting requirements will not be submitted for apportionment.

The corrective action plan was presented at a districtwide meeting to ensure all personnel involved were aware of the new processes (D6.06 Corrective Action - Audit - August 2016 Presentation). The plan was put into action for the 2015-2016 FTES reporting. All colleges worked with the District to ensure that sections included the correct documentation prior to submission. The external audit report found no deficiencies with TBA documentation and reporting, indicating that the reoccurring finding regarding TBA hours had been addressed (D6.07 2015-2016 Audit p.126-128). One course was identified as being used to address a student time conflict and was not related to the documentation of TBA hours.

District Recommendation 8 (Compliance)

In order to meet the Standard, the team recommends that the District develop a process to capture the full impact of the District's liability for load banking and to record the liability in the District's financial statements. (III.D.12)

The District completed an assessment of load banking across all colleges and noted the liability in the financial statements (D8.01 FINANCIAL STATEMENTS). Through collaboration with the college offices of academic affairs, the District has developed a system that, each semester, requires the colleges to submit required detailed information to calculate the district-wide load banking liability resulting from load banking at the colleges (D8.02 Load Banking Memo, D8.03 Load Banking work sheet 2017). The load banking information will be regularly reported to the Accounting Department and recorded as a liability in the District's books for use in the District's financial statements at the end of the fiscal year.

District Recommendation 10 (Compliance)

In order to meet the Standard, the team recommends that the Board adopt policies that clearly define the process for the selection and evaluation of the chancellor. (IV.C.3)

In the evaluation of Board policies, the team determined that there were no policies that clearly identified the process for the selection and the evaluation of the chancellor. Board Rule Chapter X, Article III articulates hiring processes, including those for college presidents. Section 10309 was added to the Board Rule to clearly define the process for the selection of the Chancellor (D10.01 Ch. X - Article III). The revised Board Rule was

approved by the Board on March 8, 2017 and is in effect for the next selection process (D10.02 March 8, 2017 Board Agenda; D10.03 March 8, 2017 Board Minutes).

The evaluation of the Chancellor was added to Board Rule Chapter X Article I, Human Resources Services (D10.04 Ch. X - Article I). Section 10105.13 defines the process of the evaluation of the Chancellor stating:

> The Board shall conduct an evaluation of the Chancellor of the District at least annually. Such evaluation shall comply with any requirements set forth in the contract of employment with him/her as well as this policy. The Board shall evaluate the Chancellor using an evaluation process developed and jointly agreed to by him/her and the Board.

> The criteria for evaluation shall be based on board policy, the Chancellor's job description, and overall priorities developed in accordance with board policy.

The Board Rule was approved on March 8, 2017 (D10.02; D10.03). The evaluation process goes into effect immediately and will be used in the annual evaluation of the Chancellor.

District Recommendation 11 (Compliance)

In order to meet the Standard, the team recommends that the Board establish a formal process for approving the review of policies in which no revisions are made and to regularly assess the effectiveness of all policies in fulfilling the District mission. (IV.C.7)

The District has had a long-established process for the regular review of policies and Board Rules defined in C-12 (D11.01 Administrative Regulation C12). The previous process had called for District executive staff to review all Board rules on a triennial basis and to bring all proposed changes to the Board for approval. The procedure did not require the review of Board rules in instances when no changes were recommended. The recommendation from the visiting team stressed the need to revise the process to include a regular review even when no changes are recommended. In May 2016, Administrative Regulation C-12 was updated to include the provision that the Board review all policies on a triennial basis regardless of whether changes were recommended (D11.02 Revised Administrative Regulation C12). Specifically, the regulation indicates:

> If the specified designee recommends that no changes be made to a particular rule or regulation, the rule will be noticed at the next scheduled Board meeting for subsequent affirmation. The next scheduled review period for that rule or regulation shall be calendared three years from the current year.

To ensure that all current Board Rules have been reviewed by the Board in the past three years, the Office of General Counsel provided all unchanged Board Rules for approval to the Board on December 7, 2016 (D11.03 Board Agenda, item C-5; D11.04 Board Minutes). To date, all Board Rules have been reviewed and approved by the Board at least once in the past three years, and the Office of General Counsel will continue its practices of tracking the

review of all policies and procedures to ensure that triennial reviews occur. (D11.05 Board Rule Tracking).

The District has also used this recommendation as an opportunity to improve all its policies through a process of continuous quality improvement. The Office of Educational Programs and Institutional Effectiveness in consultation with the Office of General Counsel will be working toward the adoption of the Community College League of California model policies. The District has developed a crosswalk of the model policies to current policies beginning with Chapter 2 (D11.06 Example Crosswalk) and assigned the revision of District policies to appropriate consultation groups. The District plans on integrating the model policies over the course of the next 18 months and believes that these efforts will provide additional uniformity to the District policies and a greater ability to respond to legislative changes from the state.

Evidence List: District Recommendations (Compliance)

D1.01   Ch. X - Article III
D1.02   May 2017 DAS Agenda
D1.03   Adjunct Recruitment Process
D1.04   HR GUIDE
D1.05   FAQ Adjunct Hiring Process
D1.06   Recruitment Portal
D1.07   Example Template PT HEALTH
D1.08   List of Disciplines Posted
D1.09   Example Email to Colleges
D1.10   Example Redacted applicant
D1.11   Process for Reviewing Applicants
D1.12   New Adjunct Hiring List to date
D1.13   Sample interview list redacted

D2.01   Evaluation Alert System User 3 0 Manual;
D2.02   LACCD EASY enhancements release 3.0
D2.03   Evaluation Report

D3.01   Local9112014-17 Agreement
D3.02   Signed Teamsters MOU
D3.03   Deans Evaluation with SLO Assessment
D3.04   Basic Other Academic Administrator Evaluation – February 2017
D3.05   FORM HR E-210C LACCD Summary Evaluation of College President or
        Academic Vice Chancellor
D3.06   Associate Dean, Strong Workforce
D3.07   Dean of Special Programs and Services

D4.01   District Technology Assessment Summary
D4.02   CCCCIO Assessment