

Follow-Up Report



Submitted by:
Cuyamaca College
900 Rancho San Diego Parkway
El Cajon, CA 92019

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

Date of Submission: February 28, 2021

Follow-Up Report Certification Page

To:

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

From:

Julianna Barnes, Ed.D.
President/CEO
Cuyamaca College
900 Rancho San Diego Parkway
El Cajon, CA 92019

I certify there was broad participation/review by the college community and believe this report accurately reflects the nature and substance of this institution.

Signatures:

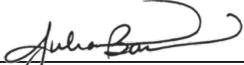
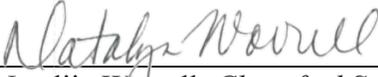
 Dr. Julianna Barnes, <i>Chief Executive Officer</i>	2/18/21 Date
 Dr. Lynn Neault, <i>Chancellor</i>	2/16/21 Date
 Brad Monroe, <i>President of the Governing Board</i>	2/16/21 Date
 Brianna Hays, <i>Accreditation Liaison Officer</i>	2/16/21 Date
 Manuel Mancillas-Gomez, <i>Academic Senate President</i>	2/21/21 Date
 Natalija Worrell, <i>Classified Senate President</i>	2/22/21 Date
 Kristie Macogay, <i>Associated Student Government President</i>	2/22/21 Date

Table of Contents

Follow-Up Report Certification Page	1
Report Preparation	3
Constituent Involvement in the Development of the Follow-Up Report	4
Response to Commission Action Letter	5
Response to District Requirement #1 (Compliance)	6
ACCJC Standard to Address: III.A.5	6
Response and Resolution of Recommendation	7
Specific Actions to Address the Compliance Requirement	8
Sustainability and Next Steps	9
Evidence Appendix	10

Report Preparation

ACCJC Recommendations for Cuyamaca College

The Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges, took institutional action on the accreditation status of Cuyamaca College in January 2020. The College received reaffirmed accreditation for seven years with a Follow-Up Report in 18 months based on a comprehensive evaluation ([1.1](#)). The College received a letter from ACCJC on January 27, 2020, communicating this decision. The letter includes a district compliance recommendation that needs to be addressed in a Follow-Up Report and the ACCJC Peer Review Team report and findings.

Process and Timeline for the Preparation of the Follow-Up Report

The Accreditation Liaison Officers for Cuyamaca College and Grossmont College met with the Director of Human Resources to obtain the information necessary to compile this Follow-Up Report. This Follow-Up Report was drafted and vetted according to the following timeline:

Time Frame	Group
February 2020	President’s Cabinet discusses District Recommendation and action plans
October 2020	Timeline Developed for Report Preparation and Vetting Follow-Up Report Evidence Gathered
November 2020	Report Vetting with: Institutional Effectiveness Council Administrative Leadership Advisory Team Associated Student Government Academic Senate
December 2020	Report Revision and Vetting with: Academic Senate Classified Senate College Council
January 2021	Final Report Revisions
February 2021	Final Report Submitted to Governing Board Report Submitted to ACCJC

Constituent Involvement in the Development of the Follow-Up Report

The College's response to the Follow-Up Report was discussed at both the district and college levels. The response involved a coordinated effort by the District Human Resources department, managers at both colleges within the District, and employees within the District. Even before the College received its ACCJC Action Letter, efforts were well underway to improve the process for employee evaluations. The President and Accreditation Liaison Officer provided presentations regarding the Follow-Up Report to college constituency groups on the following dates:

- **November 9, 2020:** Institutional Effectiveness Council
- **November 10, 2020:** Administrative Leadership Advisory Team
- **November 13, 2020:** Associated Student Government
- **November 19, 2020:** Academic Senate
- **December 3, 2020:** Classified Senate
- **December 10, 2020:** Academic Senate
- **December 8, 2020:** College Council
- **February 16, 2021:** Governing Board

In addition to the above presentations, in response to the ACCJC recommendation, employee evaluations were a regular topic of discussion at District Chancellor's Cabinet and College President's Cabinet meetings and Administrative Leadership Advisory Team meetings.

Response to the Commission Action Letter

Cuyamaca College's Action Letter from ACCJC, dated January 27, 2020, indicates that the College is required to submit a Follow-Up Report demonstrating that District Requirement #1 has been resolved (1.1).

The following response to the compliance requirement is organized as follows:

1. Compliance Requirement
2. ACCJC Standards to Address
3. Response and Resolution to the Recommendation
4. Sustainability and Next Steps

Response to District Requirement #1 (Compliance)

In order to meet the Standard, the Commission requires that the District ensures that all classified and management employees are systematically evaluated at stated intervals. (Standard III.A.5)

ACCJC Standard to Address:

III.A.5. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

Response and Resolution of Requirement:

Cuyamaca College, as well as Grossmont-Cuyamaca Community College District, has addressed the compliance concerns in District Requirement #1, has met the standard associated with that requirement, and affirms the College and Grossmont-Cuyamaca Community College District will sustain the changes and improvements discussed in this report in order to continue to meet the standard.

ACCJC Peer Review Team findings from the fall 2019 visit indicated that Cuyamaca College successfully uses established and vetted District evaluation criteria to measure the effectiveness of personnel in performing their job duties, and that the College uses the results of these evaluations to improve job performance. The Team Report also noted that the College systematically evaluates full-time and part-time faculty. However, the Team Report noted that the College had only completed 30% of classified and administrator evaluations at the time of the visit. The College provided additional evidence to demonstrate that a larger percentage of these evaluations had been completed, but the evidence was not sufficient to demonstrate that the College consistently followed a timely evaluation cycle for classified staff and administrators.

The College and District addressed the compliance requirement through the implementation of an automated system, professional development, and enhanced accountability for completing, submitting, approving, and tracking classified and administrator personnel evaluations.

Implementation of Automated System

Action Plan: Implementation of Workday Human Resources

During summer 2020, Grossmont-Cuyamaca Community College District (GCCCD) implemented the new Workday Human Resources module to allow for electronic creation, submission, and tracking of personnel evaluations. In preparation for the launch of this new system, the GCCCD Human Resource staff provided training between May and October 2020.

The Human Resources Office created user guides and developed a process for completing evaluations using the new electronic forms within the system, which map to the evaluation criteria that were previously established, vetted, and negotiated. In implementing this new system, Human Resources developed a standard procedure to launch evaluations on a continuous, monthly basis ([1.2](#), [1.3](#), [1.4](#), [1.5](#)).

Specific Actions to Address the Compliance Requirement

The College and District have addressed the compliance requirement and have met the associated standard through the following actions:

- The District implemented a new, automated system to complete, submit, and report on classified staff and administrator evaluations ([1.6](#)).
- The District trained managers and employees on the new system in summer of 2020 ([1.7](#), [1.8](#), [1.9](#), [1.10](#)).
- The College's President and Accreditation Liaison Officer presented on the area for improvement in classified and administrator evaluations during key governance and operational meetings ([1.11](#), [1.12](#)).
- Classified staff and administrators were notified by Human Resources and through the new Workday Human Resources automated system regarding deadlines for upcoming personnel evaluations ([1.13](#), [1.14](#)).
- Classified staff and administrators completed self-evaluations through the automated system, which prompted the manager evaluation ([1.15](#), [1.16](#)).
- Cuyamaca College managers completed the evaluation process through summer and fall 2020 using the new Workday system. The District Human Resources Office regularly ran reports on completed and outstanding classified staff and manager evaluations and provided monthly updates to the Chancellor's Cabinet. The College President shared updated information with the President's Cabinet members to ensure managers were completing evaluations on time. The percentage of staff and administrator evaluations completed on cycle increased to 94% as of November 2020 ([1.17](#)).
- The percentage of staff and administrator evaluations completed on cycle increased to 73% for District Services and 71% for Grossmont ([1.18](#), [1.19](#)).

Sustainability and Next Steps

The College has resolved the deficiencies in District Requirement #1 and has met the standard. The following steps will be taken to ensure sustained compliance and improvement:

Plan	Timeline	Outcomes
Human Resources provides quarterly reports to Chancellor's Cabinet on personnel evaluations, including status and completion percentage	September 2020 – Ongoing (Quarterly)	Chancellor's Cabinet reviews reports and sets targets
Human Resources submits progress reports to College President's Cabinet	September 2020 – Ongoing (Quarterly)	President's Cabinet members contact their respective managers with outstanding personnel evaluations to ensure timely completion
Administration Leadership Advisory Team agendas and discusses personnel evaluation process and report deadlines each semester to ensure any challenges are addressed	Fall (December) and Spring (May) Semesters	Reports of any challenges are shared with Human Resources in order for them to be addressed; personnel evaluations are completed on schedule
College President's Cabinet members issue quarterly updates to their leads/managers to ensure evaluations are completed on time	September 2020 – Ongoing (Quarterly)	Personnel evaluations are completed on time
Updated reports are shared at College Council	December of each year	College community is aware of importance of participation in this process and progress toward reaching targets

Appendix: Evidence List

- 1.1 [Cuyamaca Accreditation Status Letter 1-27-20](#)
- 1.2 [CSEA Performance Assessment Criteria](#)
- 1.3 [CSEA WorkDay Evaluations Process Outline](#)
- 1.4 [Administrators Association Performance Assessment Criteria](#)
- 1.5 [Administrators Association Evaluations Process Outline](#)
- 1.6 [WorkDay Evaluations Launch Process Outline](#)
- 1.7 [WorkDay Evaluations Training Email from HR](#)
- 1.8 [WorkDay CSEA Managers Training Slides](#)
- 1.9 [WorkDay CSEA Employee Training Slides](#)
- 1.10 [WorkDay Administrators Association Managers Training Slides](#)
- 1.11 [Administrative Leadership Advisory Team Minutes 2-11-20](#)
- 1.12 [College Council Minutes 2-25-20](#)
- 1.13 [Email Reminder for Self-Evaluation](#)
- 1.14 [Email Reminder Regarding Evaluations](#)
- 1.15 [CSEA WorkDay Evaluations QuickStart Guide](#)
- 1.16 [Administrators Association WorkDay Evaluations QuickStart Guide](#)
- 1.17 [Cuyamaca CSEA AA Evaluations Status Report November 2020](#)
- 1.18 [District Services CSEA AA Evaluations Status Report November 2020](#)
- 1.19 [Grossmont CSEA AA Evaluations Status Report November 2020](#)