January 26, 2018

Dr. Denise Noldon, President
Los Angeles Southwest College
1600 West Imperial Highway
Los Angeles, CA 90047

Dear President Noldon:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting January 10-12, 2018, reviewed the Follow-Up Report and related evidentiary materials submitted by Los Angeles Southwest College. The Commission also considered the External Evaluation Team Follow-Up Report prepared by the follow-up team that visited the institution on Monday, October 1, 2017. The purpose of this review was to determine whether the College has appropriately responded to the issues as identified by the peer review team at the time of the last visit and as expressed in the Commission’s Action Letter of July 8, 2016, and whether the College has demonstrated compliance with the related Standards.

Upon consideration of the information noted above, the Commission acted to Remove from Warning and Reaffirm Accreditation for the remainder of the cycle. The Commission finds that Los Angeles Southwest College has addressed the College compliance recommendations 1, 3, 4, 5, 6, 7, and 8, District compliance recommendations 1, 2, 3, 4, 6, 8, 10, and 11, corrected deficiencies, and meets Standards. The next report from the College will be the Midterm Report due on March 15, 2020. The institution’s next comprehensive review will occur in the spring term of 2023.

The Commission requires the College to disseminate the Follow-Up Report, the Team Report, and this letter within the institution, including by posting them on the College’s website.

On behalf of the Commission, I wish to express appreciation for the diligent work and thoughtful reflection that Los Angeles Southwest College undertook to respond to these requirements. These efforts confirm that peer review can well serve the multiple constituencies of higher education by both ensuring and encouraging institutional quality and effectiveness.

1 Institutions preparing and submitting Midterm Reports, Follow-up Reports, and Special Reports to the Commission should review Guidelines for the Preparing Institutional Reports to the Commission, found on the ACCJC website at https://accjc.org/publications/.
If you have any questions about this letter or the Commission’s action, please feel free to contact me or the vice president that has been assigned as liaison to your institution.

Sincerely,

[Signature]

Richard Winn, Ed.D.
President

cc: Dr. Francisco C. Rodriguez, Chancellor, Los Angeles Community College District
    Dr. Lawrence Bradford, Accreditation Liaison Officer
July 8, 2016

Dr. Linda Rose
President
Los Angeles Southwest College
1600 West Imperial Highway
Los Angeles, CA 90047

Dear President Rose:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting June 8-10, 2016, reviewed the Institutional Self Evaluation Report (ISER) submitted by Los Angeles Southwest College, evidentiary materials also submitted, and the Report prepared by the evaluation team that visited on March 7-10, 2016. College leadership, including the president of the governing board, the chancellor, and the College president, certified the Report, which was submitted in application for reaffirmation of accreditation. The purpose of the Commission’s review was to determine whether the College continues to meet Eligibility Requirements, Accreditation Standards, and Commission policies (hereafter called Standards).

The Commission also considered the written response to the evaluation team report that President Rose submitted prior to the Commission meeting. The Commission listened to testimony that President Linda Rose, Chancellor Francisco Rodriguez, and Team representative Salvatore Lanzilotti, speaking on behalf of the team chair, provided in closed session. The Commission found the written response and the testimony helpful for its deliberations.

After considering all of the written and oral material noted above, the Commission acted to issue Warning and to require a Follow-Up Report in eighteen months with visit on the issues identified in the college and district teams’ findings of noncompliance at the College and District.¹ There will be an evaluation team visit to the District to evaluate the work done to meet Standards. Warning indicates that the Commission has determined that the institution is out of compliance with Accreditation Standards and must correct the deficiencies and meet Standards.

Los Angeles Southwest College is required to submit its Follow-Up Report by October 1, 2017. The report should demonstrate that the College and District have resolved all deficiencies and meet Accreditation Standards. The Commission finds that Los Angeles Southwest College is out

¹ Institutions preparing and submitting Midterm Reports, Follow-Up Reports and Special Reports to the Commission should review, Guidelines for the Preparation of Reports to the Commission, found on the ACCJC website at: http://www.accjc.org/college-reports-accjc.
out of compliance with the following Standards: I.A.1-3, I.B.1, I.B.6-7, I.B.9, II.A.13, II.A.7, II.A.13, II.A.16, II.B.3, II.C.2, III.A.6-7, III.B.2, III.C.1-3, III.C.5, III.D.1, III.D.4, III.D.15, IV.A.1, IV.C.5, ERs 11, 18, and 19 (College Recommendation 1); II.B.2, IV.A.1 (College Recommendation 3); II.B.3, II.C.1 (College Recommendation 4); II.B.4, III.D.9-10, III.D.16 (College Recommendation 5); II.C.3, II.C.5 (College Recommendation 6); III.A.5-6 (College Recommendation 7); and III.A.5, III.A.7-10, III.A.14, ERs 8 and 14 (College Recommendation 8). The Commission finds that the Los Angeles Community College District out of compliance with the following Standards: III.A.1 (District Recommendation 1); III.A.5 (District Recommendation 2); III.A.6 (District Recommendation 3); III.C.3 (District Recommendation 4); III.D.7 (District Recommendation 6); III.D.12 (District Recommendation 8); IV.C.3 (District Recommendation 10); and IV.C.7 (District Recommendation 11).

Need to Resolve Deficiencies:
Accreditation Standards represent practices that lead to academic quality and institutional effectiveness and sustainability. Deficiencies in institutional policies, practices, procedures, and outcomes which lead to non-compliance with any Standard will impact institutional quality and ultimately the educational environment and experience of students. The evaluation team has provided recommendations that give guidance for how the institution may come into compliance with Standards.

College Recommendation 1.
In order to meet the criteria for standards pertaining to institutional effectiveness, resources, and decision-making, the Team recommends that the College implement a systematic, sustained and integrated planning and resource allocation process that results in the improvement of student learning and student achievement. To implement this process the Team recommends that the College:

1) Review and revise its Mission to include the types of degrees and other credentials offered by the College and then aligns its planning, data collection, decision-making, and resource allocation processes with the revised Mission. (I.A.1)
2) Build on the progress it has made in the last four years by: completing its Educational, Facilities and Technology Master Plans, (to include Distance Education); refining, implementing, and systematically assessing these and other institution wide plans and processes, such as comprehensive program review and the Integrated College Operational Plan; and assessing the overall effectiveness of its integrated planning process. (I.A.2, I.B.1, I.B.6, I.B.7, I.B.9, II.A.13, II.A.16, II.B.3, III.C.1, III.C.2, III.C.5, ER 11, ER 19)
(3) Complete the implementation of Student Learning Outcomes to include developing and implementing an ongoing cycle for assessing course, program, and institutional SLOs, student services, library and learning support services, and administrative unit outcomes and tracking the status of the implementation of this cycle. (I.A.2, I.B.2, I.B.3, I.B.6, I.B.7, II.A.3, II.A.7, II.B.3, II.C.2, III.A.6, IV.A.1, ER 11)

(4) Work collaboratively with the District to address the existing deficit and to improve the annual budget allocation model to ensure fiscal stability and the ability to fulfill the College’s Mission by adequately meeting the needs of instruction, student services and operations. (I.A.3, I.B.7, III.A.7, III.D.1, III.D.4, III.D.15, IV.C.5, ER18)

(5) Develop an integrative and comprehensive planning process guided by an updated Educational Master Plan and Strategic Plan that incorporates Total Cost of Ownership in the following areas: technology, business continuity, disaster recovery, and physical plant. (I.A.3, III B.2, III.C.2, III.C.3)

**College Recommendation 3.**
In order to meet the Standard, the Team recommends that the College follow documented procedures related to the responsibilities of librarians and content faculty in the collection development processes. (II.B.2, IV.A.1)

**College Recommendation 4.**
In order to meet the Standard, the Team recommends that the College analyze, discuss, and use student satisfaction data, collected by the College and the district, in creating plans of action to improve the quality of the services it offers for all student constituencies. (Standard II.B.3, II.C.1)

**College Recommendation 5.**
In order to meet Standard, the Team recommends that the College evaluate its contracted services for effectiveness and continuity of service and maintain copies of all agreements in a central location on campus. (II.B.4, III.D.9, III.D.10, III.D.16)

**College Recommendation 6.**
In order to meet the Standard, the Team recommends LASC assess the effectiveness of its counseling services and practices and utilize the information accordingly to increase focus and action on the growing Hispanic demographic in its core area and determine how best to expand the hours of operation of student services programs and the availability of counselors for all student constituencies. (Standard II.C3, II.C.5)
Dr. Linda Rose  
Los Angeles Southwest College  
July 8, 2016  

**College Recommendation 7.**  
In order to meet the Standard, the Team recommends that the College ensure evaluations of academic administrators directly responsible for student learning outcomes include, as a component of that evaluation, consideration of how they use the results of the assessment of student learning outcomes to improve teaching and learning; and in the case of all administrators, how they utilize position-related assessment data to improve College processes and programs. (Standard III.A.5, III.A.6)

**College Recommendation 8.**  
In order to meet the Standard, the Team recommends that the College continue to complete staff evaluations for all personnel, increase the number of administrators and staff necessary to support its programs and services, create and monitor a system of “essential” professional development for both full-time and part-time and adjunct faculty, with professional development funds equitably allocated. (Standard III.A.5, III.A.7, III.A.8, A.III.9, III.A.10, III.A.14, ER 8, ER 14)

**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)

With regard to District Recommendation 1, the Commission requires the College presidents to demonstrate, through evidence, that they are consistently implementing the policies and procedures regarding the search and selection of adjunct faculty.

**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)

With regard to District Recommendation 2, the Commission requires the District and Colleges to resolve the issue of low completion rates of performance evaluations at some Colleges and demonstrate, through evidence, that all performance evaluations are up to date.

**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 using the results of the assessment of learning outcomes to improve teaching and learning. (III.A.6)
Dr. Linda Rose  
Los Angeles Southwest College  
July 8, 2016

With regard to District Recommendation 3, the Commission requires the District to demonstrate, through evidence, that academic administrators have, as part of their performance evaluations, responsibility for using results of assessment of learning outcomes to improving teaching and learning.

**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)

With regard to District Recommendation 4, the Commission found that there are varying levels of security for locally supported systems of disaster recovery and business continuity and requires that the District and all colleges develop and implement disaster recovery and business continuity plans that will provide reliable, safe, and secure technology resources at each location.

**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)

**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)

**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)

**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)

**Improving Institutional Effectiveness**
The team report noted Recommendations College Recommendations 2 and 9 and District Recommendations 5, 7, 9, and 12 for improving institutional effectiveness (improvement recommendations). These recommendations do not identify current areas of deficiency in institutional practice, but highlight areas of practice for which College attention is needed.
Dr. Linda Rose  
Los Angeles Southwest College  
July 8, 2016  

Consistent with its policy to foster continuous improvement through the peer accreditation process, the Commission expects that institutions will consider the advice for improvement offered during the peer evaluation process and report on actions taken in response to the team’s recommendations, if any. Failure of an institution to act on these recommendations will not itself constitute a deficiency in meeting standards or requirements of the Commission. However, in the Commission’s experience, failure to take note of areas of practice pointed out in improvement recommendations may lead to future conditions which limit the college’s ability to meet standards. As such, we highly recommend the team’s improvement recommendations for your attention.

Additional Information  
Under U.S. Department of Education enforcement regulations, the Commission is required to take immediate action to terminate the accreditation of an institution which is out of compliance with any standards, or, alternatively, may provide an institution with additional notice and a deadline for coming into compliance that is no later than two years from when the institution was first informed of the non-compliance. With this letter Los Angeles Southwest College is being provided with notice of the Standards for which it is out of compliance, and is being provided time to meet the Standards.

The External Evaluation Report provides details of the team’s findings with regard to the College’s work to meet the Eligibility Requirements, Accreditation Standards, and Commission policies. I advise you to read the Report carefully to understand the team’s findings and recommendations.

The guidance and recommendations contained in the External Evaluation Report represent the best advice of the peer evaluation team at the time of the visit but may not describe all that is necessary for the College to come into compliance (or to improve). While an institution may concur or disagree with any part of the Report, Los Angeles Southwest College is expected to use the Report to improve educational programs and services. In addition, the College has the responsibility to accept the Commission’s action and to uphold the integrity of the accreditation process by accurately portraying it and helping institutional constituencies to understand the Eligibility Requirements, Accreditation Standards, and Commission policies pertinent to this Commission action.

A final copy of the External Evaluation Report is attached. Commission changes to the Report are noted on a separate page for inclusion with the team report. The College may now duplicate and post copies of the enclosed team report, with this added page. The Commission requires that you give the ISER, the External Evaluation Team Report, and this letter appropriate dissemination to those who were signatories of the ISER and to make these documents available to all campus constituencies and the public by placing copies on the College website.
Dr. Linda Rose  
Los Angeles Southwest College  
July 8, 2016  

Please note that in response to public interest in accreditation, the Commission requires institutions to post accreditation information on a page no more than one click from the institution’s home page.

On behalf of the Commission, I wish to express appreciation for the collaborative work that Los Angeles Southwest College and the Los Angeles Community College District undertook to prepare for institutional self-evaluation, and to support the work of the external evaluation team. The Commission encourages the College’s continued work to ensure educational quality and to support student success. Accreditation and peer review are most effective when institutions and the ACCJC work together to focus on student outcomes and continuous quality improvement in higher education. Thank you for sharing the values and the work of accreditation.

If you should have any questions concerning this letter or the Commission action, please don’t hesitate to contact me or one of the ACCJC Vice Presidents. We would be glad to help you.

Sincerely,

Barbara A. Beno, Ph.D.  
President  
BAB/tl  

cc: Dr. Francisco Rodriguez, Chancellor, Los Angeles Community College District  
Attachment