

FOLLOW-UP REPORT



Submitted by:
West Hills College Lemoore
555 College Avenue, Lemoore, CA 93245

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

Date of Submission: October 1, 2018

Follow-Up Report Certification Page

To:

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

From:

Kristin Clark, Ed.D.
President/CEO
West Hills College Lemoore
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I certify there was broad participation/review by the campus community and believe this report accurately reflects the nature and substance of this institution.

Signatures:




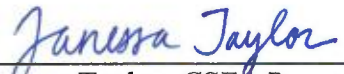
 _____ Dr. Kristin Clark, <i>Chief Executive Officer</i>	9/17/18 (Date)
 _____ Dr. Stuart Van Horn, <i>Chancellor</i>	9/25/18 (Date)
 _____ Mark McKean, <i>Chairperson, Governing Board</i>	9-25-18 (Date)
 _____ James Preston, <i>Accreditation Liaison Officer/Chief Instructional Officer</i>	9/17/18 (Date)
 _____ Rene Paredes, <i>Academic Senate President</i>	9/17/18 (Date)
 _____ Janessa Taylor, <i>CSEA Representative</i>	9/17/18 (Date)

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Report Preparation

ACCJC Recommendations for West Hills College Lemoore

The Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges, took institutional action on the accreditation status of West Hills College Lemoore in June 2017. 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 June 23, 2017 affirming this decision, which includes a college compliance recommendation and a district compliance recommendation that need to be addressed in a Follow-Up Report. The letter also included the ACCJC visiting team report and findings.

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

The Accreditation Liaison Officer (ALO) convened the Executive Team, SLO Committee Chair, Budget Allocation Committee (BAC) Chair, and Institutional Effectiveness and Program Review Committee (IEPRC) Chair for an informal meeting in July 2017 to discuss the ACCJC recommendations. The following timeline was determined and implemented for the Follow-Up Report:

- August 2017- Institutional Effectiveness and Program Review Committee (IEPRC) establishes timeline for Follow-Up Report, action plan, and communication plan. [1.2, 1.3]
- August 2017- Communication with West Hills Community College District Board of Trustees (WHCCD BOT) regarding ACCJC findings and timeline for Follow-Up Report. [1.4, 1.5]
- September 2017- IEPRC initiates Accreditation Tracker (action plan) to guide the response to recommendations and the production of the Follow-Up Report. [1.6, 1.7]
- February 2018- PGC reviews and approves timeline for drafting and reviewing Follow-Up Report. [1.8, 1.9]
- March-April 2018 = ALO writes initial draft of Follow-Up Report.
- May 2018- Review of the initial draft of the Follow-Up Report at IEPRC and PGC meetings. [1.10, 1.11]
- June 2018- Revision of initial draft based on input; gather evidence to support Follow-Up Report.
- July 2018- ALO works with Executive Team to update, revise, and complete Follow-Up Report.

Communication of the Development of Follow-Up Report and Constituent Involvement

The development of the Follow-Up Report included a wide variety of constituents and a broad dialogue across the college and district during the past 14 months. Throughout the 2017-2018 academic year, the ALO and the college President consistently communicated the Follow-Up Report preparation process, the ways the college and district were responding to the recommendations, and the timeline for completion of the Follow-Up Report. The college President and ALO gave presentations regarding the Follow-Up Report to the WHCCD BOT and other constituency groups on the following dates:

- August 2017- WHCCD BOT Meeting [[1.12](#), [1.13](#)]
- August 2017- Professional Development Day [[1.14](#)]
- August 2017- Part-Time Faculty Orientation [[1.15](#)]
- September 2017- Student Services Mega Meeting [[1.16](#)]
- September 2017- WHCCD Leadership Retreat [[1.17](#)]
- October 2017- Mid-semester Professional Development Day [[1.18](#)]
- January 2018- Professional Development Day [[1.19](#)]
- February 2018- WHCCD BOT Meeting [[1.20](#)]
- April 2018- Mid-semester Professional Development Day [[1.21](#)]
- August-September 2018- Constituency groups review and approve Follow-Up Report including:
 - Planning and Governance Council (PGC) [[1.22](#)]
 - West Hills College Lemoore Academic Senate [[1.23](#)]
 - WHCCD Board of Trustees [[1.24](#)]
- Late September- submission of Follow-Up Report to ACCJC (due October 1).
- In addition to these presentations and updates, the response to the ACCJC recommendations and production of the Follow-Up Report was a regular topic of discussion at bi-monthly Executive Teams meetings, IEPRC meetings, and at the Planning and Governance Council (PGC), which is the primary participatory governance committee at the college. The college President also provided regular updates on the progress of responding to the recommendations in her monthly newsletter to all college employees. [[1.25](#)]

Response to the Commission Action Letter

West Hills College Lemoore's Action Letter from ACCJC, dated June 23, 2017, indicates that the College is required to submit a Follow-Up Report demonstrating that:

- ✓ College Recommendation #3 has been resolved
- ✓ District Recommendation #2 has been resolved

The following response to the two compliance recommendations is organized as follows:

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

Response to College Recommendation #3

College Recommendation #3 (Compliance):

In order to meet the Standard, the team recommends that all program outcomes be assessed and become part of the SLO cycle, and the SLO Committee facilitate the work of mapping, assessing, and analyzing and using for improvement the Institutional Learning Outcomes. Additionally, the results of Program Level Outcomes and Institutional Level Outcomes should be integrated into institutional planning and resource allocation. (Standards I.B.4, I.B.5, II.A.3, II.A.11)

ACCJC Standards to Address:

I.B.4- The institution uses assessment data and organizes its institutional processes to support student learning and student achievement.

I.B.5- The institution assesses accomplishment of its mission through program review and evaluation of goals and objectives, student learning outcomes, and student achievement. Quantitative and qualitative data are disaggregated for analysis by program type and mode of delivery.

II.A.3- The institution identifies and regularly assesses learning outcomes for courses, programs, certificates and degrees using established institutional procedures. The institution has officially approved and current course outlines that include student learning outcomes. In every class section students receive a course syllabus that includes learning outcomes from the institution's officially approved course outline.

II.A.11-The institution includes in all of its programs, student learning outcomes, appropriate to the program level, in communication competency, information competency, quantitative competency, analytic inquiry skills, ethical reasoning, the ability to engage diverse perspectives, and other program-specific learning outcomes.

Response and Resolution of Recommendation:

West Hills College Lemoore has addressed the compliance concerns in college recommendation #3, has met the standards associated with that recommendation, and affirms that the college will sustain the changes and improvements in order to continue to meet the standard.

ACCJC Visiting Team findings from the spring 2017 visit indicate that West Hills College Lemoore had accomplished foundational work on the above listed standards and was making progress towards better integration of outcomes with institutional planning and resources allocation. [\[2.1\]](#)

The college addressed the compliance recommendation with changes to integrate committee structure and planning processes, migration to the Elumen platform as a tool for integration, and the implementation of an action plan.

Integration of Committees and Planning Processes

During the summer of 2017 the Executive Team, SLO committee chair, IEPRC committee chair, and BAC chair met to discuss the college compliance recommendation and the roles of these key committees to the improved integration of institutional planning and processes.

The Institutional Effectiveness and Program Review Committee (IEPRC) is responsible for the required improvement of the integrated processes at the college. The IEPRC continues in this key role; however, based on the compliance recommendation the mission, purpose, memberships, and products of IEPRC were significantly revised in an effort to better integrate processes at the college [\[2.2\]](#)

- Role of IEPRC: added language to include an institutional effectiveness, accreditation, and resource allocation component.
- Goal of IEPRC: added language to include institutional effectiveness component.
- Products of IEPRC: added responsibility of accreditation response documents.
- Annual Agenda of IEPRC: made changes to include regular review of data and processes.
- IEPRC Membership: made changes to roles on the committee and added new committee members to enhance communication and to better integrate the institutional and resource planning and processes.
- Clarification of Definitions: created new definitions within the context of institutional support programs, program review, and SLOs to clarify language and processes.

The Budget Allocation Committee (BAC) went through a similar revision of their committee procedures and policies to ensure stronger integration of institutional planning and resource allocation. These revisions included a review of the budget allocation process, changes to the budget allocation forms, and the establishment of a rubric that connected to institutional planning and program review. [\[2.3, 2.4, 2.5\]](#)

The proposed changes from the IEPRC and the BAC were presented to and approved by the Planning and Governance Council (PGC). [\[2.6\]](#) The adopted revisions from both committees were integrated into the Planning and Governance Manual, which was approved as part of the annual review of the manual. [\[2.7, 2.8\]](#)

Action Plan Implementation and Using the Elumen Platform to Integrate Processes

During the ACCJC team visit in spring 2017, the team confirmed that the college has a clearly established cycle that assures ongoing quality improvement in the areas of program review, SLOs, curriculum, and budget. These processes are linked through participatory governance structures and procedures, but the college acknowledged that there was room for improvement in integrating these processes.

In August 2017, the Institutional Effectiveness and Program Review Committee (IEPRC) established a timeline for the Follow-Up Report, an action plan to address the ACCJC recommendations, and a communication plan. [2.9, 2.10] The action plan to respond to the college compliance recommendation centered on continuous quality improvement and defining a focus on quality instead of quantity, efficiency instead of inefficiency, and integration instead of independence. Prior to the ACCJC team visit West Hills Community College District had purchased the Elumen platform and was in the initial stages of training and rollout of the product for use with program review, student learning outcomes, and curriculum. The College was in the early stages of implementing Elumen when the team visited and moving away from a portal site that housed student learning outcome assessment and program review documents. Since the visit, the migration from independent portal team sites to the Elumen platform has allowed for a thorough review and revision of current forms and processes with a focus on improvement and integration.

The action plan established by IEPRC in August 2017 outlined a “Design Semester” during fall 2017 to review and revise elements of the forms and procedures related to budget allocation, program review, and student learning outcomes to better integrate planning and resources. The action plan also outlined an “Assessment Semester” in spring 2018 to launch and evaluate the new forms and processes. The following action plan was established for the 2017-18 academic year and shared with the WHCCD Board of Trustees in August 2017: [2.11, 2.12]

Fall 2017: Design Semester

- Quality review of Course Student Learning Outcomes (CSLOs), Program Student Learning Outcomes (PSLOs), and Service Area Outcomes (SAOs).
- Professional Development for quality CSLO development and SAO development and specific training on how to enter SLOs into the Elumen platform.
- Mapping of CSLOs, PSLOs, and SAOs to Institutional Student Learning Outcomes (ISLOs) in Elumen Platform.
- Develop plan and timeline for Program Review Revisions.
- Institutional Effectiveness and Program Review Committee (IEPRC) revised program review process to include resource allocation tied to assessment/outcomes.

Spring 2018: Assessment Semester

- Assess and analyze SLO results in Elumen platform.
- Initiate program review in the new Elumen Platform.

The key to the implementation of the action plan was extensive planning, professional development, and support. In addition to ongoing meetings of the IEPRC, SLOC, and the BAC to review and improve processes and integration, a series of training and support events were established and implemented through the 2017-2018. The trainings were designed to support the implementation of the new forms and processes and to provide extensive training opportunities to help faculty and staff migrate to the Elumen platform. [\[2.13\]](#)

Specific Actions to Address and Meeting the Compliance Recommendation:

The college has addressed the compliance recommendation and has met the associated standards through the following actions:

- ✓ The college revised the definition of Institutional Support Programs and established a new program review cycle. [\[2.14\]](#)
- ✓ The college adopted a new mapping process outlined in the Planning and Governance Manual and embedded the process within Elumen to connect all learning outcomes to Institutional Learning Outcomes. [\[2.15\]](#)
- ✓ The Institutional Effectiveness and Program Review Committee revised program review forms and processes for better integration of institutional planning and resource allocation as follows:
 - Created and implemented four separate program review templates: (1) Instructional Program Review, (2) Instructional Program Review: CTE, (3) Institutional Support Program Review, and (4) Midterm Program Review. [\[2.16, 2.17, 2.18, 2.19, 2.20\]](#)
 - The new program review templates include required and embedded data analysis that more specifically align with institutional planning and Institutional Set Standards. [\[2.21, 2.22, 2.23\]](#)
 - The new program review templates include resource allocation requests that connect directly to the Budget Area Committee request form. [\[2.24, 2.25\]](#)
 - The new program review templates include analysis of all levels of SLOs/SAOs and pull data directly from the SLO/SAO section of Elumen.
 - The Director of Institutional Research created a new data dashboard that is embedded within program review and available on demand for all instructional programs that allows for the disaggregation of data at the course, program, and institutional level and connects the data to Institutional Set Standards (ISS). [\[2.26\]](#)
- ✓ Launched the new program review form process within Elumen in spring 2018 semester. [\[2.27, 2.28\]](#)
- ✓ The Budget Area Committee (BAC) revised forms and processes for better integration of institutional planning and resource allocation.

- Revised integrated budget request form that includes justification based on Program Review and ISLOs. Evidence sample budget request [[2.29](#), [2.30](#), [2.31](#)]
- Developed and implemented a complete budget cycle with a new budget request rubric that includes a connection to Program Review and ISLOs and accentuates integration with planning and resource allocation when prioritizing budget needs. [[2.32](#), [2.33](#)]
- ✓ The Student Learning Outcomes Committee (SLOC) revised forms and processes for better mapping, assessing, and analyzing and using for improvement the Institutional Learning Outcomes.
 - CSLOs were entered into Elumen, mapped directly to ISLOs, and a new assessment cycle was implemented. [[2.34](#), [2.35](#)]
 - All instructional programs revised Program Student Learning Outcomes (PSLOs) on paper and mapped to Institutional Student Learning Outcomes (ISLOs) and will enter into Elumen in the fall semester. Technical challenges within the Elumen system prohibited the entry of PSLOs into the system during the spring 2018 semester.
 - Institutional Support Programs mapped to ISLOs in a paper format and will be entered into Elumen by September 2018. Technical challenges within the Elumen system prohibited the entry of PSLOs into the system during the spring 2018 semester. [[2.36](#)]
 - A new Liberal Arts degree and GE Breadth/IGETC Certificates of Achievement (COA) are complete and will go through the curriculum review and approval process in the fall semester. General Education SLOs will be assessed and included in the program review for these programs. [[2.37](#), [2.38](#), [2.39](#), [2.40](#)]
 - A new assessment cycle for course learning outcomes, program and institutional level outcomes has been established and initiated to ensure ongoing and continuous improvement. [[2.41](#)]
 - Aligned and integrated PSLO assessment with the program review cycle to ensure the PSLOs are assessed every two years. [[2.42](#)]
 - Identified IEPRC as primary committee for annual review of ISLO assessment data each spring semester starting in Spring 2019. [[2.43](#)]

Sustainability and Next Steps

The College has resolved the deficiencies in College Recommendation #3 and has met the standards. The following steps will ensure sustained compliance and improvement:

Plan	Timeline	Outcomes
Completion of new Liberal Arts Degree, GE Breadth Certificate, and IGETC Certificate to capture GESLOs through program review process	Fall 2018- campus and district curriculum review process Spring 2019- entered into Chancellor's Office Curriculum Inventory Fall 2019- launch new degrees and certificates	Sustainable mechanism developed for regularly assessing GE SLOs.
Finalize implementation of Elumen for SLO assessments	Fall 2018-Spring 2019	Full integration of all learning outcomes, including Institutional Learning Outcomes, within one system for better integration, efficient tracking and monitoring of assessment and program review.
Implement Curriculum module in Elumen	Fall 2018-Spring 2019	Full integration of SLO, Program Review, Curriculum, and Budget Allocation within one system.
IEPRC will assess the new program review cycle, forms and integrated processes for resource allocation	Spring 2019	Assure effectiveness of the new review cycle and processes (added to the Planning and Governance Manual in the IEPRC's spring agenda).

Response to District Recommendation #2 (Compliance)

District Recommendation #2 (Compliance)

In order to increase effectiveness, the team recommends that the Board establish a long-term plan for the systematic review and revision of all policies and establish a formal process for documenting the review of policies in which no revisions are made. (IV.C.7)

ACCJC Standard to Address:

The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary. (IV.C.7)

Response and Resolution of Recommendation

West Hills College Lemoore and West Hills Community College District have addressed the concerns included in district recommendation #2, have met the standard associated with that recommendation, and affirm that the college and district will sustain the changes and improvements in order to continue to meet the standard.

WHCCD has taken four major steps in order to address District Recommendation #2 on policy and procedure review:

1. Establishment of a dedicated committee for policy review.
2. Development of a six-year review cycle for all policies and procedures.
3. Publishing of future review dates for all policies and procedures.
4. Revision of the district procedures to formalize the review cycle and to require that all policies reviewed on this cycle will be presented to the WHCCD Board of Trustees.

Beginning in fall 2017, the West Hills Community College District (WHCCD) Chancellor established the Policy and Procedure Executive Review Team, a subcommittee of Chancellor's Executive Cabinet, to serve as the venue for initial review of all Board Policies and Administrative Procedures including newly developed policies and procedures as well as scheduled for review. The formation of the committee has allowed for concentrated review of policies and procedures by the district's executive team. Between the subcommittee's first meeting in September 2017 and May 2018, the subcommittee initiated review of a combined total of 165 policies and procedures. [[3.1](#), [3.2](#), [3.3](#), [3.4](#), [3.5](#), [3.6](#), [3.7](#), [3.8](#)]

Throughout fall 2017 and spring 2018, the WHCCD Chancellor's Office conducted a thorough review and analysis of the last date of review and approval of all Board Policies and Administrative Procedures. From this analysis, a six-year review schedule was developed, prioritizing policies and procedures that are 1) required by law, and 2) related to accreditation standards. The analysis and six-year review schedule also include planning to address the

district's numerous policies that are still on the older, three-digit numbering systems. Through the review cycle that has been developed, these policies and procedures will be reviewed and will either be deleted or updated in content and numbering to align with the CC League model policy numbering adopted by the District. [3.9] At the same time, Board Policy (BP) 2410 and Administrative Procedure (AP) 2410 on "Policy and Administrative Procedure" was reviewed and revised, proceeding through the governance process beginning in early spring 2018, and approved at the April 24, 2018 Board of Trustees Meeting. [3.10, 3.11, 3.12] This revised administrative procedure formally established a six-year cycle for review of all Board Policies and Procedures.

Sustainability and Next Steps

The District's website now includes the last date of review for all board policies and administrative procedures and includes the date of the next review. [3.13] The AP requires that the Board of Trustees be provided with an annual report on policies and procedures reviewed and progress in maintaining the prescribed six-year cycle. AP 2410 also includes provisions requiring all reviewed policies and procedures to be routed to the Board of Trustees for approval. This includes review of policies and procedures where no revisions are being proposed. These policies and procedures will proceed through the governance process as non-substantive reviews, and will then be presented to the Board of Trustees for review as information items. As with all policies, review and approval will be documented in the Board of Trustees meeting minutes, and the date of approval or review will be recorded on the policy and/or procedure when posted to the district website.

Evidence Appendix

1. Report Preparation

Evidence Identifier	Evidence Description	Evidence Link
1.1	ACCJC_WASC Letter Reaffirming Accreditation_06-23-2017	1.1
1.2	Minutes_IEPRC_08-29-2017	1.2
1.3	Accreditation Response Tracker Updated_09-2018	1.3
1.4	Minutes_BOT_08-22-2017	1.4
1.5	Attachment_BOT_08-22-2017_Accreditation Status	1.5
1.6	Minutes_IEPRC_09-19-2017	1.6
1.7	Accreditation Response Tracker Updated_09-2018	1.7
1.8	Minutes_PGC_02-07-2018	1.8
1.9	Attachment_PGC_02-07-2018_Accreditation Update	1.9
1.10	Minutes_IEPRC_05-01-2018	1.10
1.11	Minutes_PGC_05-02-2018	1.11
1.12	Minutes_BOT_08-22-2017	1.12
1.13	Attachment_BOT_08-22-2017_Accreditation Status	1.13
1.14	Agenda_PD_Day_08-10-2017	1.14
1.15	Attachment_PT Faculty Orientation and ED Services Updates	1.15
1.16	Minutes_Student Services Mega Meeting_09-07-2017	1.16
1.17	Attachment_BOT_09-15-2017_eLumen Presentation	1.17
1.18	Attachment_Flex Day Presentation_10-2017	1.18
1.19	Attachment_WHCL Professional Development Day_01-2018	1.19
1.20	Minutes_BOT Retreat_02-02-2018	1.20
1.21	Attachment_Flex Day in the PM_04-06-2018	1.21
1.22	Minutes_PGC_08-13-2018	1.22
1.23	Agenda_Academic Senate_09-17-2018	1.23
1.24	Agenda_BOT_09-25-2018	1.24
1.25	Newsletter_Presidents Update_02-2018	1.25

2. College Recommendation

Evidence Identifier	Evidence Description	Evidence Link
2.1	Attachment_WHCL Evaluation Report_06-23-2017	2.1
2.2	Minutes_IEPRC_08-29-2017	2.2
2.3	Minutes_BAC_09-13-2017	2.3
2.4	Attachment_WHCL BAC Rubric_10-2017	2.4
2.5	Attachment_BAC Form_2018	2.5

2.6	Minutes_PGC_09-06-2017	2.6
2.7	Minutes_PGC-09-20-2017	2.7
2.8	Attachment_PGC_WHCL_Planning & Governance Manual Final	2.8
2.9	Minutes_IEPRC_08-29-2017	2.9
2.10	Accreditation Response Tracker Updated_09-2018	2.10
2.11	Minutes_BOT_08-22-2017	2.11
2.12	Attachment_BOT_Accreditation Status_08-22-2017	2.12
2.13	Training Plan for Integration Using Eumen for 2017-2018	2.13
2.14	Attachment_New Program Review Cycle List for 2015-2020	2.14
2.15	Attachment_WHCL Planning and Governance 2017-2018_Pg 11	2.15
2.16	Minutes_PGC_02-07-2018	2.16
2.17	Attachment_PGC_02-07-2018_WHCL Institutional Support Program Review Form	2.17
2.18	Attachment_PGC_02-07-2018_WHCL CTE Instructional Program Review Form	2.18
2.19	Attachment_PGC_02-07-2018_WHCL Instructional Program Review Form	2.19
2.20	Attachment_PGC_02-07-2018_WHCL MidTerm Report Form	2.20
2.21	Minutes_PGC_04-04-2018	2.21
2.22	Attachment_PGC_04-04-2018_Program Review WHCL Instructional Presentation Template	2.22
2.23	Attachment_Capture SLO screenshot for PR template	2.23
2.24	Attachment_Resource Requests for PR Form	2.24
2.25	Attachment_ABC form 2018	2.25
2.26	Attachment_Capture Eumen Data Dashboard Sample_AOJ Program Review	2.26
2.27	Instructional Program Review – Spring 2018 Sociology AAT	2.27
2.28	Attachment_ABC form 2018	2.28
2.29	Minutes_BAC_09-13-2017	2.29
2.30	Minutes_BAC_10-11-2017	2.30
2.31	Attachment_ABC form 2018	2.31
2.32	Minutes_PGC_10-18-2017	2.32
2.33	Attachment_PGC_10-18-2017_WHCL_BAC_Rubric_2017	2.33
2.34	Minutes_SLOC_10-13-2017	2.34
2.35	2017-2019 SLO Protocols	2.35
2.36	Minutes_SLOC_05-04-2018	2.36
2.37	Attachment_WHCL IGETC-UC Certificate 08-27-2018	2.37
2.38	Attachment_WHCL IGETC-CSU Certificate 08-27-2018	2.38
2.39	Attachment_WHCL CSU GE Certificate 08-27-2018	2.39
2.40	Attachment_Draft Associate in Arts in Liberal Arts	2.40
2.41	2017-2019 SLO Protocols	2.41

2.42	Minutes_IEPRC_09-11-2018	2.42
2.43	2017-2019 SLO Protocols	2.43

3. District Recommendation #2 (Compliance)

Evidence Identifier	Evidence Description	Evidence Link
3.1	Minutes_Policy and Review_09-27-2018	3.1
3.2	Attachment_Policy and Review_09-27-2017_2410 Policy and Administrative Procedure	3.2
3.3	Attachment_Policy and Review_09-27-2017_Administrative Procedure Approval_June 2016	3.3
3.4	Attachment_Policy and Review_09-27-2017_AP 2410 Policy and Administrative Procedure	3.4
3.5	Attachment_Policy and Review_09-27-2017_Board Policy Approval_June 2016	3.5
3.6	Attachment_Policy and Review_09-27-2017_Policy and Review Flowchart	3.6
3.7	Attachment_Administrative Procedure Review Schedule_Master List, March 2018	3.7
3.8	Attachment_Board Policy Review Schedule_Master List, March 2018	3.8
3.9	Attachment_Board Policy_Screenshot	3.9
3.10	Minutes_BOT_04-24-2018	3.10
3.11	Attachment_BOT_04-24-2018_2410 Policy and Administrative Procedure_for review	3.11
3.12	Attachment_BOT_04-24-2018_AP 2410 Policy and Administrative Procedure_proposed revisions	3.12
3.13	Attachment_Board Policy_Screenshot	3.13