District Accreditation Update to PCCD Governing Board (3 pages)
Submitted by Annette Dambrosio, District Accreditation consultant
28 April 2016

Recommendation 1 (V. C. Little, Lead):
In order to meet the Standards, the team recommends that the District follow the 2014 audit recommendations and develop an action plan to fund its Other Post-Employment Benefits (OPEB) liabilities, including associated debt service (III.D.1.c, III.D.3.c).

- We have a solid draft in place that appears to meet the Standards. Will be refining, as needed.

Recommendation 2 (V. C. Little, Lead):
In order to meet the Standards, the team recommends that the District resolve comprehensively and in a timely manner the ongoing deficiencies identified in the 2013 and 2014 external audit findings (III.D.2.b, III.D.1.h).

- We have a solid draft in place that appears to meet the Standards. Will be refining, as needed.

Recommendation 3 (V.C. Ikharo, Lead):
In order to meet the Standards, the team recommends that District General Services (DGS) work with College personnel to implement a plan to address total cost of ownership for new facilities and equipment, including undertaking critical deferred maintenance and preventive maintenance needs at the Colleges in order to assure safe and sufficient physical resources for students, faculty and staff (III.B.1, III.B.1.a, III.B.2.a).

- We have documentation of TCO meeting discussions at the four Colleges.
- The District Technology Committee's (DTC) Action Plan will be presented to PBC on April 29 with the intent to elicit broad dialogue pertaining to its TCO scope.
- We will be drafting a TCO guidelines document.

Recommendation 4 (V.C. Orkin, Lead):
In order to meet the Standards, the District should *clearly identify the structures, roles and responsibilities, and document the processes* used to integrate human, facilities, technology planning and fiscal planning in support of student learning and achievement and regularly evaluate the process in order to fairly allocate resources to support the planning priorities (III.A.6, III.B.2, III.C.2, III.D.4, IV.B.3.g).

- The Team has documented the PBIM structure, Program Review (need final analyses and evaluation), the creation of a Function Map, and an Organization Chart (updates will be forthcoming).
- More work is needed to address the role of Human Resources, Facilities, Technology, and Fiscal Planning as these structures pertain to overall integrated District Planning.
- There is need to document that Colleges have vetted outcomes.
- There is need to further document and clearly articulate the ongoing evaluation of integrated District Planning.
- There is need to document that the allocation of resources is tied to integrated planning, e.g., the ongoing assessment of BAM, the establishment of the new Ad Hoc Staff Allocation Committee, etc.
- There is need to assure that ongoing evaluations of all documented District roles and responsibilities are "in support of student learning and achievement" and to assure that the fair and equitable allocation of resources is tied to Institutional Planning.

Recommendation 5: (V. C. Largent, Lead)
In order to meet the Standards, the team recommends that the District ensure retention of key leadership positions and that adequate staffing capacity is available to address the demands of three critical areas reflected in the accreditation standards: institutional effectiveness and leadership, institutional research, and financial accountability and management (III.A.2, III.A.6).

- We continue to document the District's review of adequate staffing.
- We are working to tie the retention of key leadership to effective Institutional leadership, e.g., Board and Management Retreats, Management Academy, and ongoing training.
- We need to more clearly document how Institutional Research and financial accountability/management goals are linked to integrated District Planning.
- We need to continue to document that we have mechanisms for ongoing evaluation of staffing needs and the retention of key leadership positions.
- We need to ensure that Colleges vet the work being documented here.

Recommendation 6 (V.C. Orkin, Lead):
In order to meet the Standard, the team recommends that the District clearly delineates and communicates the operational responsibilities and functions of the District from those of the Colleges and consistently adheres to this delineation in practice; and regularly assesses and evaluates District role delineation and governance decision-making structures and processes to assure their integrity and effectiveness in assisting the Colleges in meeting educational goals (IV.B.3).

- We are documenting changes made to the Program Review process (we are awaiting final Program Review summary and evaluation).
- We have documented the 2015 Customer Satisfaction Survey (additional analyses are needed to strengthen Action Plans for improvement of some District Service areas).
- We are documenting how we have strengthened the District's allocation of resources, e.g., the addition of an Ad Hoc Staff Allocation Committee, the ongoing assessment and revision of BAM, and the District Reorganization.
- We have included the newly created Function Maps and Organization Charts (each document will need updating and assurance that Colleges have vetted both, especially "functions.").
- We need to document more structured ongoing evaluations and the implementation of Action Plans to ensure the District's assistance in the improvement and effectiveness of the Colleges' educational goals.
- We will consider, in consultation with the District leadership, the need to create and widely publish a more comprehensive (written) chart that clearly illustrates PCCD's integrated Institutional Plan and ongoing evaluation model (here a graphic would help—perhaps revise current graphic model)

Recommendation 7 (Chancellor Laguerre, Lead):
In order to meet the Standards, the team recommends the Governing Board adhere to its appropriate role. The Board must allow the Chancellor to take full responsibility and authority for the areas assigned to District oversight (IV.B.1, IV.B.1.a, IV.B.1.e, IV.B.1.j).

- A good delineation of functions structure is in place and much has been accomplished to date, e.g., the selection of a new Chancellor, renewed goals and enhanced collaboration between the Chancellor and the Governing Board. Specific steps are in motion for GB to adhere to its appropriate role, e.g., GB Retreat, Chancellor communications, and ongoing evaluation.

Recommendation 8 (V. C. Little, Lead):
In order to meet the Standards, the team recommends that the District systematically evaluates the equitable distribution of resources and the sufficiency and effectiveness of District-provided services in supporting effective operations of the Colleges (IV.B.3.b, IV.B.3.c, III.D.1.a, III.D.1.b, III.D.1.h).

- We are currently documenting what is currently in place at PCCD that pertains to the equitable distribution of resources and are taking the necessary steps to examine how we can improve these equitable distribution processes.
- We need to ensure that the District regularly evaluates the equitable distribution of resources to support the effective operations of the Colleges.
- There is work to be done to tie "equitable distribution of resources" to Institutional planning and ongoing assessment and improvement such that the equity is more readily operational (a graphic representation might be useful).
- We must assure that the District regularly assesses the equitable distribution of resources.

NEXT STEPS FOR ALL 8 DISTRICT RECOMMENDATIONS:

1.) Take action to continue to implement Action Plans as soon as possible such that we have ample opportunity to assess and to reevaluate our plans for ongoing assessment and refinement.
2.) Document evidence that we have used our assessments to affect change, i.e., improvements, particularly as outcomes pertain to the effectiveness of educating our students.
3.) Continue to document and post pertinent evidence to support our work.
4.) Afford greater care to record coherent minutes/notes of our discussions and actions (evidence documentation). Date all documents and include author(s) on documents.
5.) Distribute all eight District working draft narratives to PBC on April 29 to encourage broad dialogue and to elicit comments, criticisms, and recommendations.
7.) Continue to coordinate all Recommendations with the Colleges (I have put together a small group of two representatives from each College. This group has been working collaboratively since March and will continue to meet until the end of September to coordinate the District Recommendations and the College Follow-Up Reports.
8.) Continue to refine our Accreditation Web presence such that all information is more readily assessable and readable. Archive information, as needed.

Please contact me should you have questions regarding this Accreditation Report.
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