

Accreditation Follow-Up Report
October 15, 2010

Submitted By

Los Medanos College
Contra Costa Community College District
2700 East Leland Road
Pittsburg, CA 94565

Submitted to

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

CERTIFICATION OF LOS MEDANOS COLLEGE'S FOLLOW-UP REPORT

Date: October 15, 2010

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

From: Los Medanos College
2700 East Leland Road
Pittsburg, CA 94565

This Follow-Up Report certifies that there was broad participation by the campus community and that the Follow-Up Report accurately responds to the remaining Accrediting Commission's recommendation that requires follow-up reporting.

Signed

Helen Benjamin, Chancellor, Contra Costa Community College District

Anthony T. Gordon, Ph.D,
President, Contra Costa Community College District Governing Board

Richard Livingston, Interim President, Los Medanos College

Michael Norris, President, Los Medanos College Academic Senate

Linda Kohler, President, Los Medanos College Classified Senate

Shawn DeMille, LMCAS Representative

Statement on Report Preparation

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 7-9, 2009 took action to reaffirm accreditation for Los Medanos College, with a requirement that the college complete a Follow-Up Report by October 15, 2010 (1). The Commission required that the Follow-up Report demonstrate the institution's resolution of District Recommendation 1 as follows:

District Recommendation 1:

In order to improve its resource allocation process, the district should expedite development of a financial allocation model, including the following (Standards III.C.1, III.D.1a, III.D.2a, III.D.3, IV.B.3c):

- a) the model as a whole;**
- b) funding for adjunct faculty in a way that will support the district and college intentions to increase student enrollment; and**
- c) technology funding**

Throughout fall 2009, spring 2010, and a portion of the summer of 2010, the CCCC vice chancellor for administrative services provided the leadership, through the Chancellor's Cabinet, to complete the development and implementation of the District's new financial allocation model. The District engaged the services of two experienced consultants on financial planning models to assist in the development of the model. An inclusive process was used in developing and implementing the model because of the major change the model would mean in the way the District conducted its business.

LMC became fully involved in the development of the allocation model through the District Governance Committee (DGC), which is comprised of members from each constituency and all colleges (2)(3). The allocation model was also discussed in November by the college presidents, vice presidents, business directors and the Chancellors Cabinet (4). The senate leaders met in June 2010 to review the business procedure which implemented the allocation model (5). The District also held an open meeting on LMC campus to discuss the new budget allocation process in spring 2010 (6).

In September, a draft of this 2010 follow-up report was posted on the LMC website (7). The draft follow up report was reviewed by the President's Cabinet (8) and reviewed by the Shared Governance Council (9). The 2010 follow-up report was then reviewed and approved by the CCCC Governing Board (10).

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Los Medanos College Follow-Up Report

District Recommendation 1

In order to improve its resource allocation process, the District should expedite development of a financial allocation model, including the following (Standards III.C.1, III.D.1a, III.D.2a, III.D.3, IV.B.3c):

- a) **the model as a whole;**
- b) **funding for adjunct faculty in a way that will support the District and college intentions to increase student enrollment; and**
- c) **technology funding.**

Background

The District identified the development of a new allocation model as a need in the 2008 accreditation self-study for Los Medanos College. The visiting team at that time agreed. For the 2009-10 academic year, the District implemented a new formula for funding adjunct faculty and incorporated into the budget new funding for technology, including a plan for funding technology in the future. All of the work for the development and implementation of the new allocation model was completed during the fall of 2009 and the spring and summer of 2010.

The District's established participatory governance process was used in developing the allocation model and the accompanying policies and procedures. During the fall of 2009, District staff worked with the college leadership to discuss details of SB 361. A draft SB 361 allocation simulation and a financial allocation model proposal were developed by the vice chancellor for administrative services (VCAS) and two consultants. The proposal included implementation issues and four strategies for implementing the SB 361 allocation model (4). The chancellor, VCAS, and the two consultants reviewed the proposal and simulation with the leadership at each college on the following dates:

- November 12, 2009 – Los Medanos College (4)
- November 16, 2009 – Diablo Valley College and Los Medanos College (4)
- November 10, 2009 --The VCAS met with the District Governance Council (DGC) to educate about, and gather input on, the principles of SB 361. Members of DGC were asked to develop values and principles they wanted included in the new allocation model (11)

The feedback and suggestions, as well as issues from the college leadership, were documented into an implementation issues document. The constituent groups of DGC were given a presentation, the proposal and simulation at the December 1, 2009 meeting. The members of DGC were asked to review and share with their respective constituent groups and provide feedback to the DGC meeting on January 26, 2010. Staff gave a presentation to the Governing Board on December 9, 2009, summarizing the SB 361 principles, the rationale for using the model and the impacts of the proposed changes.

Findings of the 2009 Follow-Up Report (DVC)

The November 2009 Diablo Valley College (DVC) visiting team found that the CCCCD had responded to the 2008 District recommendation by making significant progress on developing a new financial model and had also addressed the issues of funding for adjunct faculty and

creating a technology budget. They noted that the new adjunct faculty formula had been adopted, as well as a base technology budget projected to increase in coming years. However, the new District resource allocation model was still in discussion and not yet adopted. Thus, the team stated that the District had only partially satisfied the recommendation and that the recommendation would be fully satisfied upon the implementation of the new budget model for the 2010-11 fiscal year on July 1, 2010.

Resolution of the Recommendation

Throughout fall 2009, spring 2010, and a portion of the summer of 2010, the VCAS provided the leadership, through the Chancellor's Cabinet, to complete the development and implementation of the District's new financial allocation model. The District engaged the services of two experienced consultants on financial planning models to assist in the development of the model. An inclusive process was used in developing and implementing the model because of the significant change the model would mean in the way the District conducted its business. The new model would contain elements (values, principles, formulas) that required explanation and consensus.

At the January 26, 2010 DGC meeting, staff received feedback from the DGC (2). The DGC endorsed the general principles of the SB 361 model, with a request that concerns expressed at DGC be solved for the colleges by May 1, 2010, and reported to DGC at the May meeting (3). Once input had been received from the DGC during January 2010, the revisions of the relevant budget procedures (Business Procedures 18.01, 18.02 and 18.03) to implement the new funding model began.

During February, staff developed a financial simulation to start projecting the Tentative Budget and budget reductions for FY '10-11. The simulation was shared with the college business officers and reconciled to the college budgets through individual meetings and phone calls with the business officers. In February, the process began to develop the FY '10-11 Tentative Budget based on the SB 361 allocation model.

In March, revisions to the simulation were made based on budget assumptions and resolution of how assessments for centralized services and regulatory costs were determined (12).

During the spring of 2010 annual budget forums were held at each District location for all employees, and the new allocation formula was presented. Employees in attendance were given an opportunity to interact with the chancellor and District finance staff on details of the new model (6).

The following updates were given to DGC:

- February 16, 2010 – staff addressed funding of transition subsidy (13).
- March 23, 2010 – staff updated DGC on the progress of the business procedures incorporating the new model and conducted a discussion on the assessments for centralized services (14).
- April 20, 2010 – staff introduced the Frequently Asked Questions (FAQs) documents to address concerns raised by the colleges and concerns brought to the January DGC meeting. Staff also updated the DGC on principles of SB 361 in preparation for the Tentative Budget (15).

During the spring of 2010, Business Procedure 18.01 The Contra Costa Community College District General Fund Budget was revised to reflect new business procedures for budget development as a result of the new model. Business procedure 18.02 was revised and changed from Guidelines for College Operating Budget Allocations to Parameters for Budget Development and Preparation, and Business Procedure 18.03 Guidelines for College Classified Staffing was eliminated since it was no longer relevant. All changes were vetted extensively through shared governance processes as noted below:

- March 23, 2010 – The Cabinet was given Business Procedures 18.01, 18.02, 18.03 and feedback was requested at the April 27, 2010, Cabinet meeting (16).
- April 20, 2010 – The first drafts of Business Procedures 18.01, 18.02 and 18.03 were vetted through DGC. Concerns were expressed for additional revisions (15).
- April 27, 2010 – The Cabinet requested revisions to Business Procedures 18.01, 18.02, and 18.03 and approval was given to include on the May 18, 2010, DGC agenda (17).
- May 11, 2010 – The Cabinet reviewed Business Procedures 18.01, 18.02, and 18.03 and requested additional revisions (18).
- May 13, 2010 -- The chancellor and VCAS consulted with presidents of the college Academic/Faculty Senates on Business Procedure 18.01 as an academic and professional matter. Agreement was reached on minor changes to the document (5).
- May 18, 2010 – The DGC reviewed changes requested on Business Procedure 18.01 (revised), 18.02 (revised) and 18.03 (deleted) (3).
- June 21, 2010 – The DGC reviewed Business Procedure 18.01, which incorporated changes from the previous meeting and the Academic Senate (19).
- June 22, 2010 – Cabinet agreed to move Business Procedure 18.01 forward for approval (20).
- June 30, 2010 – Business Procedure 18.01 was presented to the Governing Board for a first reading with official action to be taken at the July 28, 2010, Board meeting (21).
- July 28, 2010 – Business Procedure 18.01 was presented to the Governing Board for a second reading and was approved (22).

Business Procedure 18.01 codifies the District's new financial allocation model and fulfills the requirements of the recommendation by developing and implementing a model as a whole that includes funding for (1) adjunct faculty in a way that supports college and District intention to increase enrollment and (2) technology funding.

During the development of the implementation document, it was agreed the District Office, Districtwide and regulatory costs would be reviewed before the implementation of the model and regularly thereafter (23, p. 11). In March, the District Office began developing a document that detailed the services and budgets for all District Office and Districtwide services. The document was shared with the college presidents on June 3, 2010 (24). Regulatory costs were reviewed with the college business officers in March 2010 and their feedback was included in the revised simulation (25).

The FY '10-11 Adoption Budget was developed based on the SB 361 new allocation model. The Adoption Budget was approved by the Governing Board on September 8, 2010. The district will review the impact of the adopted budget allocation model in 2011; thereafter, the adopted business procedure recommends three year reviews.

Additional Plans:

None, other than the regular reviews noted above.