

Institutional Report - Cover Sheet

Name of Institution

Follow-Up Report

Submitted by:

(Name of Institution)

(Address of Institution)

Submitted to:

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

Date Submitted: October 1, 2021

Follow-Up Report Certification Page

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

From:

(Name of Chief Executive Officer)

(Name of Institution)

(Address)

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. Bryan Reece, Chief Executive Officer)

9/8/2021



(Andy Li, Chairperson, Governing Board)

9/8/2021



(Mojdeh Mehdizadeh, District Accreditation Liaison Officer)

9/8/2021

(Name, Title, Representing)

(Date)

(Name, Title, Representing)

(Date)

(Name, Title, Representing)

(Date)

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Background and Report Preparation

On February 1, 2021, the [College Name] received the Accrediting Commission for Community and Junior Colleges (ACCJC) Action Letter in response to the 2020 Institutional Self-Evaluation Report (ISER) and Peer Review Team Report. [College Name] and the Contra Costa Community College District (4CD) took swift action to respond to the five District Requirements for compliance. We are proud to share our efforts and describe the many positive changes that have followed since the development of the ISER and the Team visit.

Given that the vast majority of the compliance requirements are associated with Standard IV.C (Leadership and Governance: Governing Board), it should be noted that two members of the five-member Governing Board (GB) changed as a result of the elections held on November 3, 2020. This change alone has significantly and collectively influenced the Governing Board, and – as demonstrated in the remainder of this Follow-Up Report – has resulted in swift actions leading to full and sustainable compliance with the accreditation findings and requirements. Due to the nature of the requirements, the preparation of this report was primarily the responsibility of 4CD staff, with extensive contributions by the Governing Board, as well as significant review and contributions by each of the three college’s Accreditation Liaison Officers (ALOs), the Chancellor’s Cabinet, and College and 4CD governance bodies.

The following table outlines the process, timeline, and contributors for the Follow-Up Report:

February 2, 2021	<ul style="list-style-type: none"> Chancellor’s Cabinet reviewed ACCJC action letters and developed communication strategy. (B1) 	<ul style="list-style-type: none"> All Chancellor’s Cabinet members (Dr. Bryan Reece, Dr. Damon A. Bell, Dr. Bob Kratochvil, Gene Huff, Susan E. Lamb, Tim Leong, Mojdeh Mehdizadeh, Kelly Schelin, Dio Shipp, Ines Zildzic)
March 1, 2021	<ul style="list-style-type: none"> College and 4CD ALOs discussed and reached consensus on a process for preparing the ACCJC Follow-up Report. (B2) 	<ul style="list-style-type: none"> Mojdeh Mehdizadeh, 4CD ALO; Dr. Mayra Padilla, CCC ALO; Dr. Becky Opsata, DVC ALO; Dr. Chialin Hsieh, LMC ALO
March 9, 2021	<ul style="list-style-type: none"> Chancellor’s Cabinet reviewed and reached consensus on a draft of the process and timeline to address 2020 accreditation requirements. (B3a, B3b) 	<ul style="list-style-type: none"> All Chancellor’s Cabinet members
March 24, 2021	<ul style="list-style-type: none"> Governing Board ad Hoc Committee on Board Policies and Procedures appointed (B4) 	<ul style="list-style-type: none"> All Governing Board members

April 5, 2021	<ul style="list-style-type: none"> • ALOs received an update on the work of the Governing Board ad Hoc Committee on Board Policies and Procedures. (B5) 	<ul style="list-style-type: none"> • ALOs
April 13, 2021	<ul style="list-style-type: none"> • New Human Resources (HR) Procedure 3080.04 began the participatory governance process with first review by Chancellor's Cabinet. (B6) 	<ul style="list-style-type: none"> • All Chancellor's Cabinet members
April 19, 2021	<ul style="list-style-type: none"> • Governing Board ad Hoc Committee on Board Policies and Procedures met and developed specific action steps associated with each requirement. (B7) 	<ul style="list-style-type: none"> • ad Hoc Committee Board members, Dr. Judy E. Walters and John E. Márquez with support from Chancellor Bryan Reece and Executive Vice Chancellor Mojdeh Mehdizadeh
April 28, 2021	<ul style="list-style-type: none"> • Governing Board reviewed recommendations from the ad Hoc Committee on Board Policies and Procedures and concurred with process and recommendations to address ACCJC requirements for compliance. (B8) 	<ul style="list-style-type: none"> • All Governing Board members
May 3, 2021	<ul style="list-style-type: none"> • ALOs were provided an update on timeline and process for the Follow-Up Report. (B9) 	<ul style="list-style-type: none"> • ALOs
May 26, 2021	<ul style="list-style-type: none"> • Governing Board reviewed Board Policy (BP) 1015, Administrative Procedure (AP) 1015.01 and identified stakeholders to provide feedback toward the Board Evaluation as outlined in AP 1015.01. The Governing Board also reviewed the survey instrument. (B10) 	<ul style="list-style-type: none"> • All Governing Board members
June 7, 2021	<ul style="list-style-type: none"> • First draft of the Follow-Up Report on Chancellor's Cabinet agenda for review and feedback. 	<ul style="list-style-type: none"> • All Chancellor's Cabinet members
June 15, 2021	<ul style="list-style-type: none"> • District Governance Council (DGC) approved new HR Procedure 3080.04, Evaluation of Classified Professionals. (B11) • DGC reviewed draft the Follow-Up Report. 	<ul style="list-style-type: none"> • DGC members
June 23, 2021	<ul style="list-style-type: none"> • First draft of the Follow-Up Report on Governing Board agenda for review and feedback. 	<ul style="list-style-type: none"> • All Governing Board Members
June 29, 2021	<ul style="list-style-type: none"> • Governing Board ad Hoc Committee on Board Policies and Procedures met and reviewed and reaffirmed progress to date and discussed outstanding items. (B12) 	<ul style="list-style-type: none"> • Governing Board ad Hoc Committee on Board Policies and Procedures
July 24, 2021	<ul style="list-style-type: none"> • Governing Board retreat facilitated by Dr. Brice Harris, who presented the Governing Board with their 360 and self-evaluations. 	<ul style="list-style-type: none"> • All Governing Board members, with input from

	<ul style="list-style-type: none"> The Chancellor led a conversation on Board goals and the Governing Board discussed goals for the coming year. 	relevant stakeholders
August 11, 2021	<ul style="list-style-type: none"> Second/Final draft of the Follow-Up Report on Governing Board agenda for a first reading. 	<ul style="list-style-type: none"> All Governing Board members
August	<ul style="list-style-type: none"> Second/Final draft of the Follow-Up Report on Chancellor's Cabinet and Governing Board agendas. Colleges took the Follow-Up Report through governance process at each location. 	<ul style="list-style-type: none"> All Chancellor's Cabinet members, all Governing Board members College and District governance committees
September 8, 2021	<ul style="list-style-type: none"> Final draft of the Follow-Up Report placed on Governing Board agenda for approval (B13) 	<ul style="list-style-type: none"> All Governing Board members
October 1, 2021	<ul style="list-style-type: none"> Follow-Up Report due to ACCJC on October 1, 2021. 	

Evidence

- [B1](#) February 2, 2021 Cabinet meeting notes, Item 4A, page 2
- [B2](#) March 1, 2021 ALO meeting notes, Item 6, page 3
- [B3a](#) March 9, 2021 Cabinet meeting notes, Item 7D, page 3
- [B3b](#) Accreditation 2020 Follow up Report Process and Timeline
- [B4](#) March 24, 2021, GB Meeting Minutes, Item 18B, page 9
- [B5](#) April 5, 2021 ALO meeting notes, Item 3, page 1
- [B6](#) April 13, 2021 Cabinet meeting notes, Item 6C, page 2
- [B7](#) April 19, 2021, GB ad hoc Committee Meeting Notes
- [B8](#) April 28, 2021, GB Meeting Notes, Item 18A, page 5
- [B9](#) May 3, 2021 ALO meeting notes, Item 9, page 3
- [B10](#) May 26, 2021, GB Agenda and Notes, Item 17A, page 9
- [B11](#) June 15, 2021 DGC meeting minutes, Item 6A, page 3
- [B12](#) July 14, 2021 GB Meeting Minutes, Item 15B, page 4
- [B13](#) September 8, 2021 GB Agenda, Item 20A

District Requirement 1

Standard III.A.5

In order to meet the standard, the Team recommends that the District develop a process by which all classified employees are regularly and systematically evaluated.

Response to Requirement 1

The current bargaining agreement between 4CD and Public Employees Union, Local 1 clearly describes the criteria for evaluating classified professionals, establishes timelines for evaluations, and describes all processes involved. One-year probationary employees are evaluated at the end of the third, sixth, ninth, and eleventh months. Article 14.3 of the Local 1 Bargaining Agreement makes provisions for more frequent evaluation, if necessary. Permanent employees having less than five years of service are evaluated once annually, no later than their increment anniversary date. The Local 1 Bargaining Agreement stipulates that permanent classified professionals with more than five years of service *may* be formally evaluated upon proper notice, which is defined as written notification from 4CD. ([IIIA5-1](#))

Based on the ACCJC requirement and in order to fully comply with the standard, new HR Procedure 3080.04, Evaluation of Classified Professionals, was established to provide a regular and systematic evaluation process for permanent employees after their five years of service. The procedure clearly stipulates that permanent employees having five (5) years or more of service *shall* be regularly evaluated once every three (3) years. This new HR Procedure was vetted through the governance process and adopted on June 22, 2021. While the new procedure and existing Local 1 agreement language meets the standard to ensure regular and systematic evaluation, still the District and Local 1, using the interests based approach, are in the process of bargaining for modified language to ensure deeper clarity and alignment across all evaluation language. ([IIIA5-2](#), [IIIA5-3](#))

Additionally, 4CD Human Resources has implemented the Cornerstone software tracking system to conduct and track all classified professional evaluations. Communication and training sessions on system functionality have been provided to all managers. Beginning on July 1, 2021, the system was fully adopted and is being used throughout 4CD. ([IIIA5-4](#), [IIIA5-5](#), [IIIA5-6](#))

Evidence

IIIA5-1	Local One Contract Article 14 - Evaluation
IIIA5-2	HR Procedure 3080.04
IIIA5-3	June 22, 2021 Chancellor's Cabinet Minutes, Item 6E, page 3
IIIA5-4	Email Messages from Andrea Medina re Cornerstone
IIIA5-5	Training Materials on Cornerstone
IIIA5-6	Evaluation Email Log

District Requirement 2

Standard IV.C.3

In order to meet the standard, the Team recommends the Governing Board should follow its Board policy related to the Chancellor's evaluation process.

Response to Requirement 2

At its meeting on April 19, 2021, the Governing Board ad hoc Committee on Board Policies and Procedures reviewed Board Policy (BP) 2057 and HR Procedure 1010.06, Hiring of Contract Administrators, as well as HR Procedure 2030.13, Evaluation of Academic Contract Administrators. The Governing Board ad Hoc Committee agreed that no change is needed to said policy and procedures. The policy and procedure for hiring of a contract administrator were clearly followed during the hiring of the current Chancellor, Dr. Bryan Reece, who began his tenure with 4CD on November 1, 2020. Additionally, HR Procedure 2030.13 was followed for the annual evaluations of all educational contract administrators for the 2020-21 academic year. At its meeting on April 28, 2021 and again at its Board Retreat on July 24, 2021, the Governing Board reaffirmed its commitment to follow the aforementioned procedure in the Chancellor's evaluation, which is slated for October 2021. ([IVC3-1](#), [IVC3-2a](#), [IVC3-2b](#), [IVC3-3](#), [ICV3-4](#))

Evidence

IVC3-1	BP 2057, HR Procedure 1010.06 and HR Procedure 2030.13
IVC3-2a	April 28, 2021, GB Meeting Agenda, Item 18A, page 27
IVC3-2b	April 28, 2021, GB Meeting Notes, Item 18A, page 5
IVC3-3	July 24, 2021, GB Presentation on Accreditation
ICV3-4	Email from Chancellor Reece regarding the evaluation process per HR 2030.13

District Requirement 3

Standard IV.C.7

In order to meet the standard, the Team recommends the Governing Board act consistently with its adopted policies and bylaws, and regularly assesses these policies and bylaws.

Response to Requirement 3

The Governing Board ad hoc Committee on Board Policies and Procedures was appointed at the Board's meeting on March 24, 2021. Governing Board members Walters and Márquez were appointed to serve on the ad hoc Committee. As articulated in the meeting minutes, "by appointing two Governing Board members to serve on this ad hoc Committee, they can begin their work to address some of the items the Commission considered deficient when placing the colleges on warning." The ad Hoc Committee met on April 19, 2021, and discussed the current 4CD practice, which includes a subscription to the CCLC Policy and Procedure service. Currently, all Board Policies and Administrative Procedures are reviewed and updated as triggered by CCLC updates. Other Board Policies and Administrative Procedures are reviewed and updated on a regular two-year or three-year cycle and when triggered by CCLC updates. ([IVC7-1](#), [IVC7-2](#))

The Governing Board ad hoc Committee agreed to expand the Board's review and commitment to Board Policies and Administrative Procedures in several ways. First, the Chancellor's weekly email update to the Governing Board now includes a spotlight on a different Board Policy and related Administrative Procedure. The Governing Board members can request that policies be placed on forthcoming Board meeting agendas for further clarification, discussion, and/or request to begin the modification process. Thus far, more than a dozen Board Policies and Administrative Procedures have been highlighted in the Chancellor's weekly update, as evidenced by the attached. ([IVC7-3](#))

Second, BP 1010, Code of Ethics of the Governing Board, and BP 1022, Governing Board Communication Protocols, will be reviewed annually at the Governing Board Retreat each July. Governing Board members shall review and reaffirm their commitment to said policies. At their Retreat on July 24, 2021, the Governing Board thoroughly reviewed, discussed, and reaffirmed its commitment to both policies. ([IVC7-4](#), [IVC7-5a](#), [IVC7-5b](#))

Third, the Governing Board ad Hoc Committee reviewed BP 1015, Governing Board Evaluation Policy, and AP 1015.01, Process to Conduct Governing Board Evaluation. The ad Hoc Committee reaffirmed its intention to abide by this policy and procedure, which include a biennial component for employees and others who regularly attend Governing Board meetings, to participate in the Board evaluation through a survey instrument. ([IVC7-6](#), [IVC7-7a](#), [IVC7-7b](#))

At its meeting on May 26, 2021, the Governing Board reviewed BP 1015 and AP 1015.01 and affirmed its commitment to fully adhere to this policy and procedure for the upcoming Board evaluation. The Governing Board also reviewed and confirmed members who will participate in the biennial evaluation, and confirmed the survey instrument to be disseminated. ([IVC7-8](#))

At its Retreat on July 24, 2021, the Governing Board effectively completed a successful evaluation following all relevant Board Policies and Administrative Procedures. The evaluation portion of the retreat was conducted by consultant Dr. Brice Harris. An analysis of the Governing Board performance, as reflected in the self-evaluation, indicated:

- The Board is improving
- The Board continues to perform best when they deal with issues related to students
- The Board is beginning to forge a productive working relationship with the Chancellor
- Although improving, there is still some lack of trust among members
- Board members spend too much time in meetings and there are too many meetings
- There is some confusion over ensuring that direction given to the Chancellor reflects the majority opinion of the Board
- The Brown Act continues to be misunderstood and occasionally misused by Board members

Members of the Governing Board generally felt good about strides made in the short time frame. The Governing Board members reflected on areas in which they can improve, and discussed ways to do so including: making Board meetings shorter and more productive; and developing clarity on how the Governing Board agenda is developed, in order to ensure that the wishes of the majority of the Board are represented on the agenda. The Retreat also included a Brown Act training session by the District’s legal counsel. ([IVC7-5a](#), [IVC7-5b](#), [IVC7-9](#))

Evidence

- [IVC7-1](#) March 24, 2021, GB Meeting Minutes, Item 18B, page 9
- [IVC7-2](#) April 19, 2021, GB ad hoc Committee Meeting Notes
- [IVC7-3](#) Sample Weekly Spotlight on GB Policies and Procedures
- [IVC7-4](#) BP 1010 and BP 1022
- [IVC7-5a](#) July 24, 2021, GB Retreat Agenda, Item 5A, page 3
- [IVC7-5b](#) July 24, 2021, GB Meeting Notes, page 4
- [IVC7-6](#) BP 1015 and AP 1015.01
- [IVC7-7a](#) April 28, 2021, GB Meeting Agenda, Item 18A, page 28
- [IVC7-7b](#) April 28, 2021, GB Meeting Notes, Item 18A, page 5
- [IVC7-8](#) May 26, 2021, GB Meeting Agenda, Item 17A, page 25
- [IVC7-9](#) 2020-2021 GB Evaluation Results

District Requirement 4

Standard IV.C.11

In order to meet the standard, the Team recommends the Governing Board uphold and adhere to its adopted code of ethics policy-BP 1010.

Response to Requirement 4

The Governing Board ad hoc Committee on Board Policies and Procedures reviewed BP 1010, Code of Ethics, at its meeting on April 19, 2021. The ad hoc Committee agreed that an annual review, reaffirmation, and commitment to BP 1010 should be conducted at the Governing Board's July Retreat. At its meeting on April 28, 2021, the Governing Board agreed to the ad hoc Committee's recommendation. ([IVC11-1](#), [IVC11-2](#))

At its meeting on April 28, 2021, the Governing Board reviewed, discussed, and reaffirmed BP 1010 Code of Ethics, BP 1022, Governing Board Communication Protocols, and BP 1024, Meetings of the Governing Board, as well as Government Code, Chapter 9, Meetings, Section 54963. This review was conducted as a follow-up to a matter that took place at the Board meeting on March 24, 2021, whereby one Governing Board member made a public statement disclosing an unsubstantiated personnel allegation submitted via an anonymous letter. As a result, and as outlined in BP 1010, the Governing Board took action to censure the Board member at its meeting on April 28, 2021. ([IVC11-1](#), [IVC11-3a](#), [IVC11-3b](#))

BP 1010 was reviewed and discussed in depth at the Board Retreat on July 24, 2021, and all Governing Board members reaffirmed their commitment to the Code of Ethics. ([IVC11-4](#))

Evidence

IVC11-1	BP 1010, BP 1022, BP 1024
IVC11-2	April 19, 2021, GB ad Hoc Committee Meeting Notes
IVC11-3a	April 28, 2021, GB Meeting Agenda, Item 21A, page 33
IVC11-3b	April 28, 2021, GB Meeting Notes, Item 21A, page 9
IVC11-4	July 24, 2021, GB Retreat Meeting Notes, page 4

District Requirement 5

Standard IV.C.12

In order to meet the standard, the Team recommends the Governing Board delegate full responsibility and authority to the Chancellor to implement and administer board policies without board interference and hold the Chancellor accountable for the operation of the District and colleges.

Response to Requirement 5

The Rules and Regulations of the Governing Board clearly stipulates that the Governing Board of 4CD shall delegate to the Chancellor the executive responsibility for administering the policies adopted by the Board and for executing all decisions of the Board requiring administrative action. ([IVC12-1](#))

The Governing Board receives feedback on its effectiveness, including its role to delegate and refrain from interfering on college and 4CD operations through a biennial survey as stipulated in BP 1015 and AP 1015.01. At its meeting on April 19, 2021, the Governing Board ad Hoc Committee on Board Policies and Procedures reviewed and reaffirmed its commitment to the Governing Board evaluation policy and related assessment instrument. At its meeting on April 28, 2021, the Governing Board agreed to the ad hoc Committee recommendation. ([IVC12-2](#), [IVC12-3](#), [IVC12-4](#))

An example of the Governing Board effectively delegating responsibility to the Chancellor, without Board interference, is illustrated through the annual contract administrator evaluation process in the year 2021. Following HR Procedure 2030.13, Evaluation of Academic Contract Administrators, the Chancellor completed the annual evaluations resulting in contract extensions for his Cabinet members. The Governing Board unanimously approved the contract extensions as recommended by the Chancellor at the July 14 and August 11, 2021 Governing Board Meetings. ([IVC12-5a](#), [IVC12-5b](#))

At its Retreat on July 24, 2021, the Governing Board completed a successful Board evaluation, which revealed marked improvement in its performance, related to fully delegating authority to the Chancellor, compared to the prior few years. ([IVC12-6](#), [IVC12-7](#))

Evidence

IVC12-1	Rules and Regulations of the Governing Board
IVC12-2	BP 1015
IVC12-3	AP 1015.01
IVC12-4	April 28, 2021 GB Meeting Notes, Item 18A, page 5
IVC12-5a	July 14, 2021 GB Items 16A, 16B, 16C, 16D and August 11, 2021 GB Item 17B
IVC12-5b	July 14, 2021 GB Meeting Notes, page 5 and August 11, 2021 GB Meeting Notes, page 8
IVC12-6	July 24, 2021, GB Retreat Meeting Notes, page 1
IVC12-7	August 8, 2020, GB Agenda - Presentation on Board Evaluation