

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) (Date)

(Andy Li, Chairperson, Governing Board) (Date)

(Mojdeh Mehdizadeh, District Accreditation Liaison Officer) (Date)

(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 colleges received the ACCJC Action Letter in response to the 2020 Institutional Self Evaluation Report (ISER) and the Peer Review Team Report. The colleges and the Contra Costa Community College District (4CD) took swift action to respond to the five 4CD 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 recommendations are associated with Standard IV C, Leadership and Governance of the Board, it should be noted that two members of the five-member Governing Board (GB) changed as a result of the November 3, 2020, elections. This change alone has significantly influenced the GB as a collective and as demonstrated in the remainder of this report, resulted in swift actions leading to full and sustainable compliance with the accreditation findings and recommendations. Due to the nature of the recommendations, the preparation of this report was primarily the responsibility of 4CD staff, with extensive contributions by the GB, and 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:

<p>February 2, 2021</p>	<ul style="list-style-type: none"> • Chancellor’s Cabinet reviewed ACCJC action letters and developed communication strategy. (Evidence, 2/2 Cabinet meeting notes) 	<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)
<p>March 1, 2021</p>	<ul style="list-style-type: none"> • College and 4CD ALOs discussed and reached consensus on a process for preparing the ACCJC Follow-up Report. (Evidence, 3/1 ALO meeting notes) 	<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
<p>March 9, 2021</p>	<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 recommendations. (Evidence, 3/9 Cabinet meeting notes, Item 7D and document Titled, “Accreditation 2020 Follow up Report Process and Timeline”) 	<ul style="list-style-type: none"> • All Chancellor’s Cabinet members

March 24, 2021	<ul style="list-style-type: none"> GB Subcommittee on Board Policies and Procedures appointed (<u>Evidence 18B</u>) 	<ul style="list-style-type: none"> All GB members
April 5, 2021	<ul style="list-style-type: none"> ALOs received an update on the work of the GB Subcommittee on Board Policies and Procedures. (<u>Evidence</u>, ALO meeting notes) 	<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 the Chancellor's Cabinet. (<u>Evidence 4/13 Cabinet notes</u>) 	<ul style="list-style-type: none"> All Chancellor's Cabinet
April 19, 2021	<ul style="list-style-type: none"> GB Subcommittee on Board Policies and Procedures met and developed specific action steps associated with each recommendation. (<u>Evidence (18A) Board Agenda and Evidence (18A) Board Meeting Notes.</u>) 	<ul style="list-style-type: none"> Subcommittee 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"> GB reviewed recommendations from GB Subcommittee on Board Policies and Procedures and concurred with process and recommendations to address ACCJC recommendations for compliance. (<u>Evidence</u>, April 28, GB meeting notes) 	<ul style="list-style-type: none"> All GB Members
May 3, 2021	<ul style="list-style-type: none"> ALOs were provided an update on timeline and process for ACCJC Follow-Up Report. 	<ul style="list-style-type: none"> ALOs
May 26, 2021	<ul style="list-style-type: none"> GB reviewed Board Policy (BP) 1015, Administrative Procedure (AP) 1015.01 and identified stakeholders to provide feedback toward the GB Evaluation as outlined in AP 1015.01. The GB also reviewed the survey instrument. <u>Evidence (17A)</u> 	<ul style="list-style-type: none"> All GB Members
June 7, 2021	<ul style="list-style-type: none"> First draft of ACCJC Report on Chancellor's Cabinet agenda for review and feedback. 	<ul style="list-style-type: none"> All Chancellor's Cabinet
June 15, 2021	<ul style="list-style-type: none"> District Governance Council (DGC) approved new HR Procedure 3080.04, <u>Evaluation of Classified Professionals.</u> DGC reviewed draft ACCJC Report. 	<ul style="list-style-type: none"> DGC
June 23, 2021	<ul style="list-style-type: none"> First draft of ACCJC Report on GB agenda for review and feedback. 	<ul style="list-style-type: none"> All GB Members
June 29, 2021	<ul style="list-style-type: none"> GB Subcommittee on Board Policies and Procedures met and reviewed and reaffirmed progress to date and discussed outstanding items. 	<ul style="list-style-type: none"> GB Subcommittee on Board Policies and Procedures

July 24, 2021	<ul style="list-style-type: none"> • GB retreat facilitated by Dr. Brice Harris. Dr. Harris presented the GB with their 360 and self-evaluations. • The Chancellor led a conversation on Board goals and the GB discussed goals for the coming year. 	<ul style="list-style-type: none"> • All GB members, with input from relevant stakeholders
August 11, 2021	<ul style="list-style-type: none"> • Second/Final draft of ACCJC Report on GB agenda for a first reading. 	<ul style="list-style-type: none"> • All GB members
August	<ul style="list-style-type: none"> • Second/Final draft of ACCJC Report on Chancellor's Cabinet and GB agendas. • Colleges take ACCJC Report through governance process at each location. 	<ul style="list-style-type: none"> • All Chancellor's Cabinet, All GB members • College and District Governance Committees
September 8, 2021	<ul style="list-style-type: none"> • Final draft of ACCJC Report placed on GB agenda for approval 	<ul style="list-style-type: none"> • All GB members
October 1, 2021	<ul style="list-style-type: none"> • Report due to ACCJC on October 1, 2021. 	

District Recommendation 1

Standard III.A.5 (District Recommendation 1):

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 Recommendation 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.

Based on the ACCJC recommendation 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.

Additionally, 4CD Human Resources has implemented the Cornerstone software tracking system to conduct and track all classified professional evaluations. Communication on system functionality as well as training sessions have been provided to all managers. Starting on July 1, 2021, the system was fully adopted and is being used throughout 4CD.

Evidence

HR Procedure 3080.04

Chancellor's Cabinet Minutes from 06/22/2021 (showing final approval of HR 3080.04)

Email Messages from Andrea Medina re Cornerstone

[Training Materials on Cornerstone](#)

District Recommendation 2

Standard IV.C.3 (District Recommendation 2)

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 Recommendation 2

At its April 19, 2021, meeting, the GB Subcommittee on Board Policies and Procedures reviewed BP 2057 and HR Procedure 1010.06, Hiring of Contract Administrators, as well as HR Procedure 2030.13, Evaluation of Academic Contract Administrators. The GB Subcommittee 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 most recent 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 April 28, 2021, meeting, then again at its July 24, 2021 Board Retreat, the GB reaffirmed its commitment to follow said procedure in the evaluation of the Chancellor, slated for October 2021.

Evidence

HR Procedure 2030.13

April 28, 2021, GB Meeting Agenda

April 28, 2021, GB Meeting Notes

July 24, 2021, GB Presentation on Accreditation

District Recommendation 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 Recommendation 3

The GB Subcommittee on Board Policies and Procedures was appointed at the March 24, 2021, meeting of the GB. GB members Walters and Márquez were appointed. As articulated in the meeting minutes, “by appointing two GB 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 GB Subcommittee met on April 19, 2021, and discussed the current 4CD practice, which includes a subscription to the CCLC Policy and Procedure service. Currently, all BPs and APs are reviewed and updated as triggered by CCLC updates. Other BPs and APs are reviewed and updated on a regular two or three-year cycle and when triggered by CCLC updates.

The GB Subcommittee agreed to expand the GB’s review and commitment to BPs and APs in several ways. First, the Chancellor’s weekly email update to the GB now includes a spotlight on a different GB policy and related AP. The GB can request policies be placed on forthcoming GB agendas for further clarification, discussion, and/or request to begin the modification process. Thus far, well over a dozen GB policies and procedures have been highlighted in the Chancellor’s weekly update as evidenced by the attached.

Second, BP 1010, Code of Ethics of the Governing Board, and BP 1022, Governing Board Communication Protocols will be reviewed annually at the July GB Retreat. GB members shall review and reaffirm their commitment to said policies. At their July 24, 2021, GB Retreat, the Board thoroughly reviewed, discussed, and reaffirmed its commitment to both policies.

Third, the GB Subcommittee reviewed BP 1015, Governing Board Evaluation Policy, and AP 1015.01, Process to Conduct Governing Board Evaluation. The GB Subcommittee reaffirmed its intention to abide by said policy and procedure, which includes a biennial component for employees and others who regularly attend GB meetings, to participate in the GB evaluation through a survey instrument.

At its May 26, 2021, meeting, the GB also reviewed BP 1015 and AP 1015.01 and affirmed its commitment to fully adhere to said policy and procedure for the upcoming GB evaluation. The GB also reviewed and confirmed members who will participate in the biennial evaluation and confirmed the survey instrument to be disseminated.

At its July 24, 2021, GB Retreat, the GB effectively completed a successful GB evaluation following all relevant BPs and APs. The evaluation portion of the retreat was conducted by consultant Dr. Brice Harris. An analysis of the GB 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 there are too many meetings
- There is some confusion over ensuring that direction given the Chancellor reflects the

majority opinion of the Board

- The district's legal costs are excessive and a culture of investigations and legal challenges exists.
- The Brown Act continues to be misunderstood and occasionally misused by Board members

Board members generally felt good about strides made in the short time frame. The GB reflected on areas in which they can improve and discussed ways to do so including making GB meetings shorter and more productive as well as developing clarity on how the GB agenda is developed to ensure the majority of the board's wishes is represented on the agenda. The retreat also included a training session by the district's legal counsel on the Brown Act.

Evidence

- March 24, 2021, GB Meeting Minutes, item 18B
Board Policies and Procedures
- April 19, 2021, GB Subcommittee Meeting Notes
Sample Weekly Spotlight on GB Policies and Procedures
- April 28, 2021, GB Meeting Agenda
- April 28, 2021, GB Meeting Notes
- May 26, 2021, GB Meeting Agenda
- July 24, 2021, GB Retreat Agenda
- July 24, 2021, GB Meeting Notes
- GB Evaluation Results

District Recommendation 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 Recommendation 4

The GB Subcommittee on Board Policies and Procedures reviewed Board Policy 1010, Code of Ethics at its April 19, 2021, meeting. The GB Subcommittee agreed that an annual review, reaffirmation, and commitment to BP 1010 should be conducted at the GB's July GB Retreat. At its April 28, 2021, meeting, the GB agreed to the GB Subcommittee's recommendation.

At the April 28, 2021, GB meeting, the GB reviewed, discussed, and reaffirmed BPs 1010 Code of Ethics, 1022 Governing Board Communication Protocols, and 1024 Meetings of the Governing Board, and Government Code, Chapter 9, Meetings, Section 54963. This review was conducted as a follow-up to a matter which took place at the March 24, 2021, GB meeting, whereby one GB member inadvertently made a public statement disclosing an unsubstantiated personnel allegation that came through an anonymous letter. As a result, and as outlined in BP 1010, the GB took action at their April 28, 2021, GB meeting to censure the GB member.

BP 1010 was reviewed and discussed in depth at the July 24, 2021, GB Retreat and all GB members reaffirmed their commitment to the Code of Ethics.

Evidence

BP 1010

April 28, 2021, GB Meeting Agenda

April 28, 2021, GB Meeting Agenda, Item 21A

April 28, 2021, GB Meeting Notes

April 19, 2021, GB Subcommittee Meeting Notes

July 24, 2021, GB Retreat Meeting Notes

District Recommendation 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 Recommendation 5

The Rules and Regulations of the Governing Board clearly stipulates the GB of 4CD shall delegate to the Chancellor of 4CD the executive responsibility for administering the policies adopted by the GB and executing all decisions of the GB requiring administrative action.

The GB 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 April 19, 2021, meeting, the GB Subcommittee on Board Policies and Procedures reviewed and reaffirmed its commitment to the GB evaluation policy and related assessment instrument. At its April 28, 2021, GB meeting, the GB agreed to the Subcommittee recommendation.

At the May 28, 2021, GB meeting, the Chancellor, after following the GB-approved policy for Hiring of Contract Administrators, brought forth a contract for the next President of Contra Costa College. The GB unanimously approved the contract for Dr. Tia Robinson-Cooper for a July 1, 2021, start date.

At its July 24, 2021, GB Retreat, the GB effectively completed a successful GB evaluation which revealed marked improvement in their performance compared to the prior few years.

Evidence

BP 1015

AP 1015.01

Rules and Regulations of the Governing Board

May 28, 2021, GB Agenda and Notes

July 24, 2021, GB Retreat Meeting Notes

[August 8, 2020, GB Agenda – Presentation on Board Evaluation](#)