

## Statement on Report Preparation

### College / District Preparation:

On January 31, 2005, the Accrediting Commission for Community and Junior Colleges informed Vista Community College and the Peralta Community College District that it had reviewed the progress report the College had submitted as well as the reports of the evaluation teams which had visited the college and district on Monday, November 8, 2004. Subsequently, the Commission moved to issue a warning to all four colleges in the Peralta Community College District as a result of the district's failure to address satisfactorily recommendations the commission made to it and asked that the college work with the district to correct the deficiencies noted in three areas: integrated planning; long-term liability planning; and board of trustee functions. The commission required the college to complete a progress report by October 15, 2005, to be followed by a visit of commission representatives.

As part of the progress report submitted in October 2004, the college and the district had been working on an integrated planning process. That work continued during the fall of 2004, but as a result of the January letter, members of the different constituencies met with the chancellor, during which time the consensus was to hire an outside consultant to facilitate the process. In October 2004, Vista had launched its own strategic planning process. This process led to new values statements that informed a vision statement and a mission statement, which the board subsequently ratified April 12, 2005. Emerging from that process, Vista developed strategic intentions and an inspired action plan in April 2005. All of this college work has since flowed into the district's integrated planning process.

### Working Groups College/District

#### Recommendation #4: Integrated Planning

##### Faculty Representatives

Joseph Bielanski, Jr.	Faculty Senate President/Vista & DAS President
Evelyn Lord	Faculty Senate President/Laney
Gary Perkins	Faculty Senate President/Alameda
Tom Branca	Faculty Senate President/Merritt
Inger Stark	At-Large
Anita Black	At-Large
Michael Mills	PFT President

##### Classified Representatives

Nancy Cayton	Classified Senate President/Vista
Muriel Montague	Classified Senate President/Alameda
Wandra Williams	Classified Senate President/Laney
Tony Hampton	Classified Senate President/Merritt
Sheryl Queen	Classified Senate President/District Office
Local 790 Rep	(to be appointed)
Local 39 Rep	(to be appointed)

Progress Report of Vista Community College / Peralta Community College District  
October 15, 2005

Administrative Representatives

Kerry Compton	VP Student Services/Alameda
Elnora Webb	VP Instruction/Laney
Linda Berry Camara	VP Instruction/Merritt
Carmen Jordan-Cox	VP Student Services/Merritt
Cecilia Cervantes	College President/Alameda
Shirley Slaughter	College Business Manager/Vista
Margaret Haig	Vice Chancellor Educational Services

Student Representatives

Lisa Watkins-Tanner	Student Trustee
Rashad Andrews	Student Trustee

Ex Officio (non-voting)

Elihu Harris	Chancellor
Judy Walters	College President/Vista
Odell Johnson	College President/Laney
Evelyn Wesley	College President/Alameda
Mario Rivas	VP Student Services/Vista
Carlos McLean	VP Student Services/Laney
Wise Allen	Interim VP Instruction/Alameda
Craig Hadden	VP Instruction/Vista
Linda Sanford	Division Dean/Laney

College Researchers (non-voting)

Gregory Gobliewski	College of Alameda
Connie Portrero	Laney
Anika Toussaint-Jackson	Merritt

Student Government Presidents (non-voting)

De' Borah Willis	Associated Student Government President/Alameda
Melvin Haywood	Associated Student Government President/Laney
Rashad Andrews	Associated Student Government President/Merritt
Hamed Kazemi	Associated Student Government President/Vista

District Units (non-voting)

Thuy Nguyen	Vice Chancellor Human Resources
Tom Smith	Vice Chancellor Finance
Andy Di Girolamo	Chief Information Officer
Sadiq Ikharo	Director of General Services
Jeff Heyman	Executive Director Marketing / Public Relations
Jacob Ng	Associate Vice Chancellor for International Education
Chuen Rong Chan	Associate Vice Chancellor, Research/Institutional Planning
Alton Jelks	Special Assistant to the Chancellor's Office
Howard Perdue	Vice Chancellor Admissions/District

Recommendation #12: Long-term Liability Planning

Edward W. (Bill) Withrow	Trustee
Elihu Harris	Chancellor
Tom Smith	Vice Chancellor Finance
Michael Mills	PFT President

Recommendation #15 A & B: Board of Trustees Functions

Thuy Thi Nguyen	General Counsel
Trudy Largent	Vice Chancellor Human Resources

**Summary:**

Vista has worked closely with the district on the district integrated planning recommendation process and at the college in its local planning responsibilities. The college has responded from its own perspective regarding its collaboration with district functions and board perspectives in these areas. The recommendations dealing with the unfunded liability and board of trustee functions have been discussed in numerous meetings between the college and district including trustees with the personnel of the district assuming the major responsibility. The resulting document blends district and college points of view on the progress made on these three important recommendations.

Documents in support of conclusions drawn are listed at the end of each recommendation and will be available in the team room for review at the time of the visit.

Signed:

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Judy E. Walters  
President  
Vista Community College

## **TIMELINE FOR REPORT PREPARATION**

**Organizational Meetings of Response Units** **October 2004-ongoing**

<b>OCTOBER 25, 2004</b>	CIPD	Strategic Planning discussed October 15, 2004 Report to ACCJC
<b>NOVEMBER 1, 2004</b>	CIPD	Strategic Planning discussed
<b>NOVEMBER 29, 2004</b>	CIPD	Strategic Planning discussed
<b>DECEMBER 5, 2004</b>	CIPD	Strategic Planning discussed December 7, 2004 Peralta Board of Trustees workshop with Dr. David Viar, Executive Director of CCLC.

**Commission Action Letter Received by Vista** **January 31, 2005**

**Appointment of Accreditation Steering Committee** **Ongoing**

**JANUARY 2005**    Jan. 13, 2:00-4:00 p.m. District-wide Planning Meeting

**Administrative Review and Analysis of Action Letter and  
 Evaluation Report** **February 8, 2005**

<b>FEBRUARY</b>	Feb. 8, 1:00-3:30 p.m. College Presidents' Meeting, Planning Feb. 22, 2:00-4:00 p.m. District-wide Planning Meeting
<b>MARCH</b>	Mar. 4, 5:00-9:00 p.m. Board Retreat on Strategic Planning Mar. 8, 1:00-3:00 p.m. District-wide Planning Meeting Mar. 28, 1:00-3:00 p.m. District-wide Planning Meeting
<b>APRIL</b>	April 12, 2:30-4:30 p.m. District-wide Planning Meeting April 22, 8:30-10:00 a.m. District-wide Planning Meeting April 29, 8:30-10:00 a.m. District-wide Planning Meeting
<b>MAY</b>	May 16, 3:00-5:00 p.m. District-wide Planning Meeting
<b>JUNE</b>	June 6, 3:00-4:30 p.m. District-wide Planning Meeting June 24, 5:00-9:00 p.m. Board Retreat on Strategic Planning (Mills College) June 25, 9:00-3:00 p.m. Board Retreat on Strategic Planning (Consultants) June 20, 3:00-5:00 p.m. District-wide Planning Meeting June 27, 3:00-5:00 p.m. District-wide Planning Meeting (Consultants)
<b>JULY</b>	July 18, 3:00-5:00 p.m. District-wide Planning Meeting (Consultants) July 26, 3:30-5:00 p.m. Board Study Session on Strategic Planning (Consultants) July 28 Release of District's 13 major themes July 29, 2:00-4:00 p.m. Vista Community College Leadership

Progress Report of Vista Community College / Peralta Community College District  
October 15, 2005

**Draft of District Response**

**August 2005**

**AUGUST**

Aug. 1, 9:30-11:30 a.m. Laney College Leadership  
Aug. 1, 12:30-2:30 p.m. College of Alameda Leadership  
Aug. 8, 3:00-5:00 p.m. District-wide Planning Meeting  
(Consultants)  
Aug. 22 3:00-5:00 p.m. Merritt College Leadership  
Aug. 29, 3:00-5:00 p.m. District-wide Planning Meeting  
(Consultants)  
District Service Center Managers' Report

**First Draft of College Responses**

**September 8, 2005**

**Planning Meeting for Mid-Term Report**

**September 14, 2005**

**Final Draft of College and District Responses**

**September 21, 2005**

**Editing and Final College Review of Report**

**September 30, 2005**

**SEPTEMBER**

Sept. 6 12:00 p.m. Merritt College – Town Hall meeting  
Sept. 7 2:00 p.m. Vista Community College – Town Hall  
meeting  
Sept. 8 12:00 p.m. College of Alameda – Town Hall meeting  
(video)  
Sept. 8 2:30 p.m. Laney College – Town Hall meeting  
Sept. 15, 1:30-3:30 p.m. Combined CPAC, Presidents' and  
District-wide Planning Meeting (Consultants) - Draft Strategic  
Plan Framework with Strategic Initiatives  
Sept. 27, 3:30-5:00 p.m. Board Study Session on Strategic  
Planning (Consultants)

**Report to District Office**

**October 5, 2005**

**Report Presented at Board Meeting**

**October 11, 2005**

**Report Mailed to Commission**

**October 12, 2005**

**Report Due to Commission**

**October 15, 2005**

**Planning Meeting for College Mid-Term Report**

**October 21, 2005**

**OCTOBER**

Oct. 10, 3:00-5:00 p.m. District-wide Planning Meeting  
(Consultants) – Draft Strategic Plan  
Oct. 11, 3:30-5:00 p.m. Board Study Session on Strategic  
Planning (Consultants)  
Oct. 19 Professional Development Day  
Oct. 24, 3:00-5:00 p.m. District-wide Planning Meeting  
(Consultants)

**WASC Visit**

**November ??, 2005**

**Planning Meeting for College Mid-Term Report**

**November 18, 2005**

Progress Report of Vista Community College / Peralta Community College District  
October 15, 2005

**NOVEMBER** Nov. 7, 3:00-5:00 p.m. District-wide Planning Meeting  
Nov. 21, 3:00-5:00 p.m. District-wide Planning Meeting

**First Draft of College Mid-Term Report**

**DECEMBER** Dec. 5, 3:00-5:00 p.m. District-wide Planning Meeting

**First Review of College Mid-Term**

**January 2006**

**JANUARY 2006** Jan. 9, 3:00-5:00 p.m. District-wide Planning Meeting \*  
Possibly to change to Jan. 23

**Editing and Final College Review of Mid-Term**

**February 15, 2006**

**Mid-Term Report to District Office**

**February 21, 2006**

**Mid-Term Report to Board**

**February 28, 2006**

**FEBRUARY** Feb. 6, 3:00-5:00 p.m. District-wide Planning Meeting  
Feb. Alameda College – Town Hall meeting  
Feb. Laney College – Town Hall meeting  
Feb. Merritt College – Town Hall meeting  
Feb. Vista Community College – Town Hall meeting

**Mid-Term Report Due to Commission**

**March 15, 2006**

**MARCH** Mar. 6, 3:00-5:00 p.m. District-wide Planning Meeting

**APRIL** April 3, 3:00-5:00 p.m. District-wide Planning Meeting Final  
Strategic Plan

**MAY** May 8, 3:00-5:00 p.m. District-wide Planning Meeting

**JUNE** June 5, 3:00-5:00 p.m. District-wide Planning Meeting

**JULY** July 10, 3:00-5:00 p.m. District-wide Planning Meeting

**AUGUST** Aug 14, 3:00-5:00 p.m. District-wide Planning Meeting  
Strategic Plan Implementation

**SEPTEMBER** Sept. 11, 3:00-5:00 p.m. District-wide Planning Meeting

**OCTOBER** Oct. 16, 3:00-5:00 p.m. District-wide Planning Meeting

**NOVEMBER** Nov. 13, 3:00-5:00 p.m. District-wide Planning Meeting

**DECEMBER** Dec. 4, 3:00-5:00 p.m. District-wide Planning Meeting  
Plan Evaluation Plan

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All meeting dates and times subject to change.

## **Recommendation Four:**

**The team recommends that a district wide plan and an implementation process should be created that is strategic and systematically integrates the educational, financial, physical and human resources of the district. All planning processes should be inclusive of the four colleges and communities served by the district. The plan should include identified institutional outcomes with criteria for evaluation on a periodic basis. It is recommended that the district wide plan integrate the educational master plans and program reviews of the colleges. The chancellor should ensure that the plan and the ongoing planning processes are communicated throughout the district. (standards 3.B.1, 3.B.3, 3.C.3, 10.C.1, 10.C.6)**

## **Progress to Date:**

### **District Response as of September 30, 2005:**

#### **CREATION OF THE STRATEGIC PLANNING STEERING COMMITTEE**

In October 2004, the college/district responded to recommendation #4 with a proposed model that involved the Council on Instruction, Planning, and Development (CIPD). In that report, we indicated that the governance body at each college campus would review the model. Subsequently, in November of 2004, the steering group proposed that the colleges consolidate their recommendations through a consultative process to prepare for strategic planning that would begin in the spring of 2005. Through the consultative process it became apparent that the strategic planning process would need to encompass a larger and more representative group than the CIPD.

In response to this issue, the chancellor of the Peralta Community College District in January 2005, called for the establishment of a strategic planning steering committee comprised of representatives from College of Alameda, Laney College, Merritt College, and Vista Community College and of staff from the district office. An “interim” steering committee determined the specific membership of the official steering committee. This official committee includes 23 voting members and 17 nonvoting ex officio members. The representation (listed under “Documents” below) reflects the desire to have an effective cross section of the colleges representing all constituencies as well as to ensure that the needs of the four colleges drive the actions developed from the planning process. Critical to the effectiveness of the committee and the integrative planning process is inclusion of representatives from the various district office departments.

The charge of the steering committee was as follows:

- 1) to establish a planning process;
- 2) to identify key issues for inclusion in the plan; and
- 3) to ensure that the planning process interfaces well with the four colleges and the individual plans under development at each college.

### **PLANNING MEETINGS**

The initial interim steering committee, comprised of individuals from the four colleges and the district office, held their first planning sessions on January 13, 2005. Dr. Chuen-Rong Chan, associate vice chancellor for research and institutional development, and Alton Jelks, associate vice chancellor and special assistant to the Chancellor, facilitated the initial planning sessions. The group accepted the core charge of reviewing possible scenarios for strategic planning and for determining at what point the district would secure the services of an outside planning consultant. The group also undertook the task of reviewing steering committee membership to ensure that it reflected the various constituencies of the colleges and that the appropriate constituencies appointed members to the steering committee (i.e., college administrators, district classified senate, and district academic senate).

From January to May 2005, the steering committee met twice a month to address these and other issues important to the long-term success of the planning process, which included the following:

1. Developing a common mission, vision, and values for the entire district. The individual mission, vision, and values statements from each college were reviewed to identify the common concepts and language that served well to integrate the colleges and the district.
2. Defining the planning process itself, which involved preparing various diagrams demonstrating how the process would flow and ensuring that it would be a “bottom up” process, fully engaging the needs of the colleges.
3. Strategizing on how the decisions made during the planning process would impact the priorities of the processes and procedures of the district office so that they would enhance and support the education mission of each college.

In March, the steering committee and the chancellor launched a request for proposal for a planning consultant. In June 2004, following Board approval on June 14, the district contracted the firm of Moore, Icafino, and Goltzman (MIG) to facilitate the planning process. The RFP review process included representatives of the steering committee in concert with the chancellor. The committee reached consensus on the decision.

Once the consultant began work, their team undertook the following series of steps:

1. They facilitated a second retreat for the board of trustees on June 24 and 25, 2005. (The first retreat had been held in November 2004, at which time the board reviewed their role as a governing board.) At the June retreat, the board addressed overall issues and priorities of the district that provided guidance to the strategic planning process and produced 12 general goals for the district;
2. MIG also immediately began facilitating the steering committee planning meetings. At the planning session, the committee worked through consensus to reach a priority list of issues that the colleges and district office needs to address based on the 12 goals set by the Board and added a 13<sup>th</sup> goal, Human Resource Development;
3. They conducted sessions at each of the four colleges during August to present the general district goals to a leadership team at each college to obtain college responses to these goals and ways in which the district goals also reflect the college goals and vice versa;

4. By late August, the steering committee developed a draft framework and strategic directions for the strategic plan and recombined some of the initial 13 goals into 7 broad district goals;
5. The consultant also scheduled town hall planning meetings at each of the colleges. During these meetings, the consultants facilitated a dialogue with the members of the general college community on the issues and priorities they felt necessitated addressing through the planning process in relation to the seven general goals that had emerged from the June retreat with the board of trustees and which had been refined; and
6. On September 12, 2005, MIG worked with the steering committee to develop an initial draft framework and strategic directions for the strategic plan in relation to the seven broad district goals for presentation and discussion to the board of Trustees on September 27. MIG will present an updated draft strategic plan framework on October 10. This draft will incorporate input the steering committee provided on September 12.
7. On the October 19 flex day, at the direction of the chancellor, the entire district is invited to assemble to review progress made to date on integrated strategic planning, and participants will have the opportunity to provide input on the draft strategic plan. MIG will use this input to develop the strategic plan framework further.

#### **DISTRICT OFFICE INTEGRATION ACTIVITIES**

Concurrent to the strategic planning process, a number of activities are in place that reflect the district's efforts to engage the colleges and to integrate the needs and concerns of each in decision making, such as the following:

1. The chancellor holds monthly meetings with a variety of groups to seek their input and direction:
  - Group of Advising Faculty (GAF);
  - Chancellor's Policy Advising Committee (CPAC);
  - President's Meeting (each college president); and
  - Executive Cabinet (presidents and district office department heads).The agenda for all meetings includes the opportunity for participants to share ideas and concerns and to solicit discussion and advice in an open and free-flowing dialogue.
2. The chancellor and/or the director of finance and budget convene meetings to ensure integration of ideas and needs throughout the budget process, including the following:
  - Budget Advisory Committee, comprised of representatives from each college; and
  - Monthly meetings the director of finance and budget holds with the colleges' business managers.
3. The Council on Instruction, Planning, and Development (CIPD) has been in existence for over fifteen years. Each college has a curriculum committee per Education Code and Board Policy Guidelines that is the direct responsibility of the college academic senates. The CIPD with representatives from each college and staff from the district, coordinates the curriculum on a district-wide basis, provides the information to the Board for final adoption and submits paperwork to the State

Chancellor's Office. This committee has the current reputation of being a model district-wide committee that provides leadership and guidance and helps to facilitate college decisions. The vice chancellor of education facilitates this committee.

4. The colleges/district began work in spring of 2005 to create a Peralta Community College District Facilities Advisory Planning Committee. This group will function following the model the Council of Instruction, Planning and Development (CIPD) uses. The facilities advisory group has met twice and is in the process of designing their guidelines and purpose as well as identifying membership and areas of responsibility and developing processes. President Odell Johnson of Laney College chairs the committee, which contains four voting members from each college. Personnel from the district facilities office staff the committee. This committee will function as a coordinating body of all the facilities projects and will make recommendations to the chancellor for the trustees committee on facilities. The committee agreed at a meeting held September 20, 2005, that the criteria for projects would be the same criteria as the State Chancellor's Office and the college's educational master plan use.
5. The district marketing department convenes monthly meetings with the public information officers from each college to develop coordinated marketing efforts, participation in community events, and general community outreach.
6. The information technology department has created a steering committee for the implementation of the new PeopleSoft system. This group meets at least twice a month (more often as needed) to help guide the migration to the new system, which will impact all the technology needs of the colleges, including finance, student services, business management, and so forth. Further, the district has established a "fit-gap" team, comprised of faculty and classified staff, to address the "fit" and the "gaps" in the PeopleSoft student administration system.

Every department of the district office undertakes a range of integration activities and a report from each appears in the section of this report under "Documentation."

### **Board of Trustees' Strategic Planning**

The Board of Trustees embraced the spirit of recommendation #4 by convening three board planning sessions since October 2005:

7. March 4 & 5, 2005;
8. June 24 & 25, 2005; and
9. July 26, 2005.

At the special retreats, board members had the opportunity to engage in a dialogue about the benefits of strategic planning and to express their thoughts about what the District's plan should include. The first planning meeting, which a member of the board and staff facilitated in March, laid the groundwork for a second planning session in June.

At the June retreat, which the consultant facilitated, trustees identified 12 strategic planning areas:

1. Integrated strategic plan;
2. Student success;
3. Increased enrollment;

4. Student support services;
5. Fiscal stability and sustainability;
6. Accountability systems;
7. Access;
8. Quality Programs;
9. Physical facilities and infrastructure;
10. Partnerships;
11. Board development; and
12. District image and identity.

(The strategic planning steering committee added a 13<sup>th</sup> strategic planning area, human resource development, which the Board accepted on July 26, 2005.)

Members of the Trustees agreed that *“Tonight’s meeting was designed to take a first look in order for the district’s service centers to have a set of action plans and priorities that would form the district integrated strategic plan and this would guide future budgeting decisions and priorities.”*

The consultant transmitted these 13 planning areas to the strategic planning steering committee for consideration when developing the district-wide integrated plan.

MIG proposed that the district reformulate the original 13 planning directions into seven strategic directions. In September, 2005, the steering committee accepted the seven strategic directions. The current seven strategic directions are as follows:

- Enhancing access and student success;
- Developing our human resources;
- Creating effective learning environments;
- Leveraging information technology;
- Enhancing resources and budget process;
- Enhancing awareness and visibility; and
- Improving the effectiveness of district-wide communication, coordination, and collaboration.

The strategic planning process will continue through 2006 and beyond. During this period, not only will strategic initiatives be continually refined, but also the processes and procedures of the district office will be adjusted and reshaped to meet more effectively the specific needs of the colleges. Furthermore, MIG will assist the steering committee in developing criteria to evaluate progress made on the strategic plan. The budget process, as one example, has the goal of being as transparent as possible. The chancellor’s budget advisory committee is a major component of this “reshaping” of how the district develops the budget, and led by the vice chancellor for finance, the budget allocation model committee, many of whose members also serve on the budget advisory committee, will continue to refine the budget process as the planning process continues.

Overall, the members of the strategic planning steering committee, the chancellor, and the board of trustees have committed themselves to pursuing strategic planning as the foundation of change throughout the district. The core goal of full integration of the

activities of the district office with the needs and missions of each college is well underway. The steering committee and the college constituencies are equally committed to the long-term development and implementation of strategic initiatives.

### **Analysis of Results Achieved to Date**

- Approximately 40 meetings have occurred concerning strategic planning with the steering committee and/or each college community between January and October 2005. The schedule of meetings is in Vista's documentation file;
- The district retained a planning consultant who has the experience and expertise to provide excellent support for the planning process;
- Meetings are planned through December 2006, and the district anticipates that a final strategic plan will be in place by May 2006, and that full implementation will begin in fall 2006;
- The district is developing a shared mission, vision, and values statement in conjunction with the four colleges;
- The district has renamed departments of the district office as "service centers," and they each identified steps and integrated activities undertaken during 2005 that involved and included the colleges in their work. Departments reporting include the following:
  - Educational Services;
  - General Services;
  - Finance and Budget;
  - Human Resources;
  - International Affairs;
  - Marketing, Public Relations and Communications; and
  - Information Technology;
- At least two, and in some cases three district planning meetings have occurred at each college;
- The district has prepared planning binders that include all planning materials, notes, and background information for each member of the steering committee;
- The district has identified issues as the core of the strategic plan;
- The curriculum area through CIPD has been operating for several years and provides a model for other district-wide committees;
- The new district facilities advisory committee, based upon CIPD, is just beginning and has the interest of college/district support; and
- One area that still needs additional work is in finance and the budget allocation model. Although numerous district-wide meetings have occurred concerning finance, the budget, and the budget allocation model, the college communities still do not feel that the district has institutionalized any clear budget model. The district continues to use an "historical model" that is not based on any clear or transparent logic, especially in regard to the funding of the district office and the distribution of FTES targets to the colleges which drives funding. Given the use of an "historical model," Budget Development Committee meetings are more informational rather than working meetings. While a budget allocation model was presented to the Budget Allocation Task Force in the spring of 2005, the

committee has not reconvened to address the hard issues of how to move from an “historical model” to a model that provides reasonable funding to each college and is based on clear principles aimed at providing necessary instruction and services to the students of the four colleges. Complicating the work in this area has been the transition from a legacy system to the PeopleSoft system; consequently, staff members from all colleges and the district have focused on making a smooth transition to the new system. However, both the chancellor and the board of trustees have restated the commitment to expand the budget process and to make it transparent and fair.

- Another area that needs attention is information technology. A definite need exists to formulate a district-wide information technology committee that will be charged with creating a college-driven, district-wide information technology plan.

## **College Response**

In addition to faculty, staff, and administrators being intimately involved in the district-wide strategic planning process, Vista Community College has also participated in a college planning process. On October 15, 2004, Vista held a college-wide appreciative inquiry summit (or retreat) and collaboratively created new vision, mission, and values statements and five important strategic intentions or initiatives. Seventy-two people—faculty (both contract and adjunct), classified personnel, administrators, and students—participated in the whole system approach to change.

On January 12, 2005, the college community met again to review and affirm the new vision, mission, and values statements. On April 7, another meeting was held to finalize the vision statement. All of this consultative work was a continuation of building on Vista’s past and current strengths and successes as experienced by the people in the system; also, the participants worked collaboratively to develop five important strategic intentions or initiatives to realize the statements. Concurrently, a group of faculty worked on assessment and crafted a draft of Vista’s general or institutional student learning outcomes. The Peralta board of trustees adopted Vista’s new mission statement on April 12, 2005.

The college has presented all of its planning materials to the district committee on strategic planning and to the consultants. Vista has been very involved in both short-term and long-term planning as the college prepares to move into the long-awaited building at 2050 Center Street on May 26, 2006. At the last district strategic planning meeting, the committee created a subcommittee to draft a new district vision statement based upon the four college statements which the committee will then submit to the trustees for their approval.

## **List of Documents**

1. Letter from Presidents to Planning Committee February 8, 2005;
2. Planning process;
3. Roster of steering committee;
4. List of planning meetings;

5. Shared mission, vision, and values statements;
6. Reports by department of integrated actions during past year;
7. Diagram of planning process;
8. Minutes of board of trustee retreats;
9. Strategic initiatives;
10. Minutes from CIPD;
11. Approved curriculum for 2004/05 sent to trustee;
12. Draft of Guidelines for the District Wide Facilities Advisory Committee; and
13. Agendas and Minutes from Peralta Community College District Facilities Advisory Planning Committee;
14. Vista Community College planning document, "Imagine Vista At Its Best"
15. Vista Community College mission, vision, and values statement
16. Vista Community College mini-case study on an appreciative approach to strategic planning/learning.
17. Vista Community College committee structure
18. Draft of Vista Community College's institutional student learning outcomes.

### **Recommendation Twelve:**

**The team recommends that the Peralta Community College District provide a detailed and concrete plan that clearly identifies the steps, timelines and measurable actions that are being undertaken by the district to provide funding for the long-term liability posed by healthcare benefits. (Standard 9C.1)**

### **Progress to Date:**

#### **District Response as of September 30, 2005:**

The district office has developed a planned approach to reducing the unfunded liability of the district with both short- and long-term actions as follows:

1. Engaged an actuarial study that resulted in a reduction of the liability from \$150,000,000 to \$115,000,000;
2. Negotiated a reduction in the costs of medical benefits by changing medical carriers and by requiring a medical co-pay;
3. Designed a plan to issue up to \$250 million in medical benefits bonds to fund and pay for ongoing medical benefits for both current and retired employees. The necessary steps to accomplish this are as follows:
  - Enlist an actuary to quantify the district's current and future OPEB (other post employment benefits) liability;
  - Establish dedicated OPEB trust and improve matching between OPEB assets and liability profile;
  - Have board of trustees adopt an OPEB investment policy;
  - Contract with ACERA or any institutional governmental asset manager to invest OPEB trust;
  - Validate obligation by filing a petition in California Superior Court. This gives the district the legal standing to issue the bonds;

- Issue taxable OPEB bonds to fund the district's OPEB obligation; and
- Structure OPEB bonds such that debt service plus normal cost is less than the projected pay-as-you-go liability.

The District retained the actuarial firm of Bartel & Associates LLC on July 22, 2005. The Peralta Board of Trustees, on July 26, 2005, passed a resolution authorizing the district to issue up to \$250 million in OPEB bonds. On August 12, 2005, the District filed in Superior Court a petition for bond validation. The chancellor, the chairman of the board finance & audit committee, and the district's chief financial officer interviewed four investment banking firms in New York on September 8 and 9. The district will be selecting an investment firm during the next month to market and sell the bonds. The district expects the transaction to close in January 2006.

The board of trustees is also in the process of revising its investment policy. Once they have completed this, the district will have a new investment policy in place that it will then utilize to guide the investment of the proceeds from the bond sales.

### **Analysis of Results Achieved to Date**

- The district, as a result of negotiations with the unions, changed and implemented union contracts in July 2004. These contracts require a medical co-pay which has been implemented and is operational; District medical benefits end at age 65 for all employees hired after July 1, 2004; and 10 years is now required for vesting of all employees hired after July 1, 2004. Previously, the requirement for vesting of academic employees had been five years.
- The district replaced Blue Cross with Interplan, a network of physicians, and Core Source as administrator of services in September 2004. This action reduced administrative costs of our medical benefit program and also allows the district to qualify for rebates which also defray district costs; and
- On September 8 and 9, 2005, the chancellor, assistant vice chancellor for finance and budget, President of the Peralta Federation of Teachers (PFT), and chair of the board's committee on audit and finance traveled to New York to interview perspective investment firms.

### **College Response**

Vista acknowledges the importance of decisive action on this recommendation on the part of the district office in moving from the pay-as-you-go strategy to full disclosure by 2006-07, per the new GASB standards.

The change in union contracts incorporated the following: a co-pay program; the ending of district medical benefits at age 65 for those hired after July 1, 2004; and vesting time changed from five years up to ten years. All of these decisions have slowed the growth of liability. By far the most positive action taken is the proposal around the issuance of a medical benefits obligation bond. During Chancellor Harris's tenure as Mayor of Oakland, the city successfully issued such bonds to deal with a similar situation. The hiring of Vice Chancellor of Finance Tom Smith on December 1, 2004, has added to the leadership in this investment/bond area. Also, the November 2004 election of Trustee

Edward W. (Bill) Withrow, former Mayor of Alameda, has added to the expertise in this area.

### **List of Documents**

- Resolution of the board of trustees authorizing issuance of bond;
- Superior Court petition for bond validation;
- Draft of board investment policy; and
- Union contracts.

### **Recommendation Fifteen A & B:**

**The team recommends that the Board of Trustees adhere to its appropriate functions and policy orientation, and rely upon the District Chancellor for recommendations affecting the organization of the district as well as the hiring, retention, and termination of all categories of district and college staff. The team further recommends that the Board of Trustees clearly identify and widely disseminate the roles and responsibilities assigned to the district administration and those assigned to the college administration so that the appropriate responsibility and authority and related accountability standards are established. (Standards 10A.3, 10A.4, 10C.1, 10C.2, 10C.3)**

### **Progress to Date:**

Since 2004, the board of trustees has continued to take steps to ensure that all members clearly understand its governance role. In May 2004, the vice chancellor for human resources conducted a special closed session in which she defined micro-managing, as it relates to the district, and discussed with the trustees their role and responsibilities as board members.

On September 21, 2004, the district held a candidate's night for the eight candidates who were running for the four Board seats. All college presidents and district service center personnel attended to present and discuss with the potential new trustees what their roles and responsibilities are and what the district/colleges roles are, including the role accreditation has.

In continuation of that effort, on December 7, 2004, Dr. David Viar, executive director of the community college league of California, conducted a subsequent workshop for the board of trustees, which included the four newly elected members. The meeting was open to the public and complied with the Brown Act. All board members were present. Dr. Viar discussed the district and college decision-making processes. He also specifically addressed board "micro-managing" and offered best practices on how board members can assure performance and hold the chancellor accountable without overstepping their role.

General Counsel Thuy Thi Nguyen, on March 3, 2005, as part of an overall special retreat on strategic planning, discussed with the board in closed session the board's role and legal

requirements placed on board members in the context of several pending and potential lawsuits.

The board of trustees also discussed its role in several board retreats held in 2005. At the March retreat, the board discussed strategic planning and the role of the board in moving planning forward. To that end, the board discussed the established goals of the board to ensure they provided clear direction to the college community. At the June 24-25, 2005 session, MIG consultants led the board through a discussion in which the board acknowledged that what is needed “is a concrete statement about the way in which the college plans drive the five district service centers.” The major part of the second day of the retreat focused on “the board’s role and responsibility in strategic planning and leadership of the district by focusing on policy issues and not micromanagement of the district and colleges.”

### **Analysis of Results Achieved to Date**

1. Previously, the Board of Trustees approved “request to advertise” classified positions during open sessions of board meetings. Since July 12, 2005, the board no longer approves advertisement of classified positions. As long as there is a budget in place to fund classified positions, there is no reason for the board to involve itself in approving such requests. The board would ensure accountability from the institution through the budgetary process;
2. Previously, the board of trustees approved employment of classified employees in closed session and such appointments would thereafter be announced in open session. Since July 12, 2005, the board no longer approves the employment of classified employees in either open or closed session. The board has delegated such authorization authority to the chancellor; and
3. The board policy review committee is committed to separating the board policy from administrative procedures so that the board of trustees only develops and reviews board policies. The board has delegated administrative procedures to the chancellor and his staff to develop and revise. Such delegation has already occurred as evidenced by the board’s approval of several board policies in chapter one of the Board Policy Manual on July 12, 2005. The board did not approve any administrative procedures at this board meeting. In addition to revisions and development of board policies relating to board meetings and board officers, the policy review committee developed and the board approved Board Policy 1.20, a new policy that delineates the board’s role in the chancellor selection.

### **College Response**

The four new trustee members were elected to the Peralta Board in November 2004. Since that time the board discussed the ACCJC recommendations at the December board orientation that David Viar conducted, at the March Board retreat, and at the June Board retreat. In all instances the board members have been supportive of the colleges.

## **List of Documents**

- Goals of the policy review committee 2005;
- Board meeting agenda; timed agenda; board meeting minutes; and handout from Dr. Viar;
- The Brown Act pamphlet;
- Last board meeting agenda with “Request to Advertise”; first board meeting agenda without “Request to Advertise”; and meeting minutes;
- Last board meeting agenda with “Employment”; first board meeting agenda without “Employment” in closed session; and meeting minutes; and
- July 12, 2005 Board meeting agenda; July 12, 2005 Board meeting minutes; July 12, 2005 Board meeting materials; and Board Policy 1.20 (Chancellor Selection).