



District Recommendations: Accreditation Planning Matrix

Dr. Annette Dambrosio, [February 2016 update](#)

District Recommendation	ACCJC Standard	Expected Outcome	Primary Evidence	Completion Date	Person (s) Responsible
1. In order to meet the Standards, the team recommends that the District follow the 2014 audit recommendations and <i>develop an action plan to fund its Other Post-Employment Benefits (OPEB) liabilities, including the associated debt service</i>	III.D.1.c III.D.3.c	OPEB challenges more clearly explained and a comprehensive, long-term action plan developed and adopted by Board of Trustees.	<i>2016 OPEB Substantive Plan</i> <i>Board Policies, Administrative Procedures, PBC Meeting Minutes</i>	April 2016 May 2016	Vice Chancellor Little, Lead, and Team
2. In order to meet the Standards, the team recommends that the District <i>resolve the ongoing deficiencies identified in the 2013 and 2014 external audit findings.</i>	III.D.2.b III.D.1.h	All recurring audit findings are resolved. Other audit findings are resolved or near resolution.	<i>CAM(s) posted online</i> <i>2014-2015 Audit/ Financial Report Board Meeting Minutes online</i>	May 2016 April 2016	Vice Chancellor Little, Lead, and Team



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<p><u>Commission Concern</u> Regarding District Recommendations 1 and 2, the Commission carefully reviewed the team report and the District’s external audit and found that the District must <i>provide the documented, long-term planning necessary for the continued financial stability</i> of the District. This must include attention to obligations coming due in the future such as the postemployment health care benefits, the annual line of credit repayment, and the appropriate resolution to audit findings from 2013 and 2014 which impact the District both at the operating fund level and the entity-wide financial statement level.</p>	<p>III.D.1.c, III.D.2.b, III.D.3.c, III.D.3.h.</p>	<p>OPEB challenges more clearly explained and a comprehensive, long-term action plan developed and adopted by Board of Trustees.</p> <p>All 2013 and 2014 audit findings are resolved.</p>	<p>See evidence for Rec 1 and 2.</p> <p>No repeat audit findings in the 2015</p> <p><i>Audit/ Financial report.</i></p>	<p>May-June 2016</p>	<p>Lead: Vice Chancellor Little, and Team</p>
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<p>3. In order to meet the Standards, the team recommends that District General Services (DGS) work with college personnel to <i>implement a plan to address total cost of ownership</i> for new facilities and equipment, including undertaking critical deferred maintenance and preventive maintenance needs at the colleges in order to assure safe and sufficient physical resources for students, faculty and staff.</p>	<p>III.B.1 III.B.1.a III.B.2.a</p>	<p>Deferred and preventative maintenance needs are identified and a model to address Total Cost of Ownership is developed and approved which includes a schedule to be in compliance within two years.</p>	<p>Lists of emergency, deferred maintenance, preventative maintenance and technology needs. Minutes of DFC and DTC meetings.</p> <p>Minutes of PBC meetings.</p> <p><i>Final TCO plan.</i> Board meeting minutes.</p>	<p>December 2015</p> <p>December 2015</p> <p>February 2016</p> <p>May 2016</p>	<p>Lead: Vice Chancellor Ikharo, and Team</p>



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<p>4. In order to meet the Standards, the District should <i>clearly identify the structures, roles and responsibilities, and document the processes</i> used to integrate human, facilities, technology, planning and fiscal planning in support of student learning and achievement and regularly evaluate the process in order to fairly allocate resources to support the planning priorities.</p>	<p>III.A.6 III.B.2 III.C.2 III.D.4 IV.B.3.g</p>	<p>Planning priorities evaluated within the established planning structure.</p> <p>Completion of District Service Center Administrative Program Reviews. Evaluation of the processes used to integrate human, facilities, technology, and fiscal planning.</p> <p>Development of an Administrative and Governance Manual depicting District level planning and decision making structures and processes.</p>	<p>Summit meeting minutes, PBC meeting minutes.</p> <p>Board meeting minutes.</p> <p>PBC meeting minutes.</p> <p><i>District Service Center Administrative Program Review Documents.</i></p> <p><i>Survey Results</i> DFC, DTC, DEC, PBC, Board minutes.</p> <p>District Manual</p>	<p>Completed: Evaluation completed August 2015 and Board adopted annual institutional objectives in Sept. 2015. December 2015/January 2016</p> <p>January 2016</p> <p><i>1st survey December 2015 or January 2016.</i></p> <p>March 2016</p> <p>June 2016</p>	<p>Lead: Vice Chancellor Orkin, and Team</p>
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<p>5. In order to meet the Standards, the team recommends that the District ensure the <i>retention of key leadership positions and that the adequate staffing capacity</i> is available to address the needs of the colleges in three critical areas reflected in the accreditation standards; institutional effectiveness and leadership, institutional research, and financial accountability and management</p>	<p>III.A.2 III.A.6</p>	<p>Staffing plan recommended as part of the budget allocation process.</p> <p>Development of a 3 – 5 year District staffing plan. Evaluation Plan.</p> <p>Review of research data needs, e.g., enrollment management, grant management.</p> <p>Development of a Management Training Institute for potential and existing managers.</p>	<p>District Service Administrative Program Review documents.</p> <p>PBC and Cabinet meeting minutes.</p> <p>Cabinet and PBC meeting minutes</p> <p>TBA</p>	<p>February 2016</p> <p>March 2016</p> <p>April 2016</p> <p>TBA,,</p>	<p>Lead: Vice Chancellor Largent, and Team</p> <p>Chancellor’s Chief of Staff</p>
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<p>6. In order to meet the Standards, the team recommends that the District <i>clearly delineate and communicate</i> the operational responsibilities and functions of the district from those of the colleges and consistently adheres to the delineation in practice; and regularly assess and <i>evaluates the District role and delineation and governance decision-making structures and processes</i> to assure effectiveness in assisting the colleges in meeting educational goals</p>	<p>IV.B.3</p>	<p>Dissemination of the content in the Administrative and Governance Manual depicting District level planning and decision making structures and processes, operational functions, and the delineation of responsibilities of the District versus the Colleges.</p> <p>Evaluation of the effectiveness of District roles and delineation and governance decision-making structures.</p> <p>Professional development training on PCCD organizational structures, participatory governance, decision making structures, and delineation of responsibilities.</p>	<p>Flow charts, descriptive documents, and all items listed in the adjacent column under the Institutional Effectiveness website content.</p> <p><i>Institutional Effectiveness Survey Results</i></p> <p><i>Institutional Effectiveness Summary Document for 2015-2016</i></p> <p><i>FLEX Day workshops presentation documents</i></p> <p><i>Open Forums and presentation documents</i></p>	<p>April 2016</p> <p><i>2nd survey February 2016</i></p> <p>April 2016</p> <p>January and August 2016</p> <p>January, April, and Sept. 2016</p>	<p>Lead: Vice Chancellor Orkin, and Team</p>
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7. Governing Board must adhere to its appropriate role. The Board must allow the Chancellor to take full responsibility for the areas assigned to the District	V.B.1 IV.B.1.a IV.B.1.e IV.B.1.j.	Board adheres to its appropriate role.	Board meeting minutes and Chancellor's contract.	Completed July 2015	Lead: Chancellor Laguerre, and Team
		Board workshop on Trustee evaluation	Board meeting minutes.	Completed September 2015	
		Board Retreat	Board minutes	Completed December 2015	
		Board Evaluation	Board meeting minutes	June 2016	
		Board review and evaluation of policy procedures and administrative regulations.	Board meeting minutes	TBA	
		Board review of roles, authority, delineation of functions	Board meeting minutes	TBA	



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<p>8. In order to meet the Standards, the team recommends that the District systematically <i>evaluate the equitable distribution of resources and the sufficiency and effectiveness of district-provided services</i> supporting effective operations of the Colleges.</p>	<p>IV.B.3.b IV.B.3.c III.D.1.a III.D.1.b III.D.1.h</p>	<p>Evaluation of the Budget Allocation Model (BAM) and District Service Center operations.</p> <p>PBIM Committees establish criteria for Prioritization of resources. Determine funding priorities and resource allocation tied to Strategic Planning, Program Review</p>	<p>PBC meeting minutes.</p> <p><i>Preliminary survey regarding BAM effectiveness.</i></p> <p>Meeting minutes. Evaluation and refinement of existing planning model.</p> <p><i>3rd Institutional Effectiveness Survey</i></p> <p>IE Summary Document 2015-2016</p>	<p>Completed</p> <p>Completed</p> <p><i>April 2016</i></p> <p><i>May 2016</i></p>	<p>Lead: Vice Chancellor Little, and Team</p>
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Planning Expectations:

- Progress in addressing the recommendations will be monitored, where necessary, and adjustments will be made accordingly.
- Progress in addressing the Recommendations will be communicated regularly (Chancellor's Direct and other venues) to all Constituents.
- Vice Chancellors and Associate Vice Chancellors are responsible for addressing the recommendations pertaining the areas specified in the District Recommendation Planning Matrix and reporting their progress to the Chancellor.
- Vice Chancellors and Associate Vice Chancellors will work with the College Presidents and other Executive Leadership to address recommendations of mutual interest and to clarify the ACCJC Recommendation pertaining to "the District role and delineation and governance decision-making structures to assure effectiveness in assisting the Colleges in meeting educational goals."
- The Accreditation Consultant will take the lead in ensuring that Recommendations are being addressed and will coordinate the District responses and its concomitant alignment with the Colleges' Follow-Up Reports.
- Lead writers will submit regular written reports, along with appropriate evidence, to the Accreditation Consultant (see Calendar).
- It is anticipated that final, written draft Reports for each Recommendation will be submitted to the Accreditation Consultant by April 2016.
- All Recommendation responses will have in place an evaluation plan for ongoing quality improvement and a plan for exceeding ACCJC Standards.
- All District planning is driven by the District's Mission Statement.