

## **District Recommendation 8**

**In order to meet the Standards, the team recommends the District systematically evaluate the equitable distribution of resources and the sufficiency and effectiveness of district-provided services in supporting effective operations of the colleges (IV.B.3.b, IV.B.3.c, III.D.1.a, III.D.1.b, III.D.3.h).**

### **Accreditation Standards:**

#### **Standard IV: Leadership and Governance**

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

#### **B. Board and Administrative Organization**

In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/ systems clearly define the organizational roles of the district/system and the colleges.

In multi-college districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.

**IV.B.3.b: The district provides effective services that support the colleges in their missions and functions.**

**IV.B.3.c: The district provides fair distribution of resources that are adequate to support the effective operations of the colleges.**

**III.D.1.a: Financial planning is integrated with and supports all institutional planning.**

**III.D.1.b: Institutional planning reflects realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.**

**III.D.3.h: The institution regularly evaluates its financial management practices and the results of the evaluation are used to improve internal control structures.**

Action:	Timeline:
1) Review the current integrated financial planning model, calendar, and decision processes it pertains to District Service Areas.	July 2017
2) Review definitions of “equitable distribution,” “sufficiency” and “effectiveness” and research existing literature and/or best practices. Recommend PCCD updates to definitions and/or to District-operations, as needed.	May – September 2017
3) Review existing institutional planning processes for alignment with equity, sufficiency and effectiveness. with appropriate College and District constituents to better support Colleges	September – December, 2017
4) Review resource allocation models against refined definitions of “equitable distribution,” “sufficiency” and “effectiveness.” Recommend additional changes to BAM, Staff Resource Allocation Committee, etc. as needed.	September - December 2017
5) Work with appropriate District constituents to define and develop key performance indicators (KPIs) for measuring District Services’ sufficiency and effectiveness	August - Sept 2017
6) Implement effectiveness evaluation process in two test cases.	Sept 2017
7) Refine evaluation method and document procedures	Oct 2017
8) Develop and implement training and assistance for KPI implementation	Nov 2017
9) Develop ongoing evaluation and reporting mechanisms for District Service KPIs	Jan 2018

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