

Ventura County Community College District

District Recommendation: 1

In order to meet the Standards, the District, in concert with the three colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the college-to-college responsibilities, and that also incorporate the relationship of major District and college committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. (IV.B.3.a-b, IV.B.3.g)

On December 6, 2010, Chancellor's Cabinet reviewed preliminary District Recommendation 1. Following discussion, it was determined that successful delineation of functions models should be identified and reviewed as background for more clearly defined organizational mappings. The Director of Administrative Relations was charged with bringing forward other District mapping documents for review. On February 22, 2011, Chancellor's Cabinet reviewed successful mapping models. District mapping documents from the Los Rios Community College District and Kern Community College District were selected for the purpose of updating systemwide organizational functions and responsibilities. A discussion of the District's current organizational mapping documents took place in the Chancellor's Cabinet on March 21, 2011. Following review and discussion, it was agreed the existing District organizational mapping would be modified using aspects of the Los Rios and Kern models.

The Chancellor reviewed Board Policy 2205 Delineation of Systems and Board Functions for its adequacy and determined that language for the policy should closely correspond to District Recommendation 1. The administrative procedure for the policy will consist of a completed Functional Mapping narrative, Functional Mapping for Decision-Making document, and Governance Process Chart.

A revised Board Policy 2205 Delineation of Systems and Board Functions was reviewed and endorsed by the Board Policy Committee on March 10, 2011. The Board adopted a revised Delineation of Systems and Board Functions policy on April 12, 2011. The policy calls for clarity regarding District and college primary and secondary responsibilities, including organizational divisions and committee structures.

Following the April 12, 2011 Board meeting, the Chancellor requested college presidents and vice chancellors prepare cross-college and District mapping narratives with associated responsibilities in preparation for Chancellor's Cabinet on April 25, 2011. Cabinet members were to also review the existing District Participatory Governance Manual and Functional Mapping narrative online. Cabinet members provided feedback during the week of April 25, 2011. The Chancellor's Administrative Council incorporated the information into a draft version of the mapping documents. This draft was distributed to Chancellor's Cabinet on May 13, 2011 for additional review and discussion.

On June 6, 2011, Chancellor's Cabinet reviewed and discussed the revised Governance Process Chart and Functional Mapping for Decision-Making document. Presidents were to provide any additional changes following review and discussion at the campuses.

The Director of Administrative Relations reviewed the draft documents and existing Functional Mapping materials and indicated the documents are in need of uniform terminology and additional clarification of various functions. Work on District and college committee responsibilities and functions are not complete. Due to summer break, further work on the functional mapping will continue in fall 2011. Additional work is necessary and will require broad-based collegial input in Chancellor's Consultation Council. Any necessary modifications will be made prior to Board action. It is anticipated the functional mapping documents will be completed by the end of fall 2011 semester.

Evidence District Recommendation 1

12.06.10 Chancellor's Cabinet Notes
02.22.11 Chancellor's Cabinet Notes
03.10.11 Policy Committee Agenda
03.21.11 Chancellor's Cabinet Notes
04.12.11 Board Meeting Minutes
06.06.11 Chancellor's Cabinet Notes
VCCCD Functional Decision Making
VCCCD BP 2205 Delineation of Functions
Governance Process Chart
Participatory Governance Handbook August 2010

District Recommendation: 2

In order to meet the Standard, the District, in concert with the three colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. (IV.B.1.e)

District Recommendation 2 was agendaized in Chancellor's Administrative Council on February 14, 2011. As an outcome of the discussion, presidents were charged focused campus information gathering regarding policies and/or procedures that may impede effective college operations.

The Administrative Council discussed the role of the Board's Policy Committee in meeting District Recommendation 2. Administrative Council recommended that a two-year approach to reviewing and revising all policies and procedures be established. The Council also believed that the Policy Committee should assess each policy and procedure for its impact on campus and District operations.

The Chancellor and Board Policy Committee concurred with Administrative Council's recommendation and acknowledged the need to review the impact of policy and procedure on operations as part of the policy criteria for recommending regulation to the full Board. The Policy Committee met on February 10, 2011 and recommended a two-year policy review cycle for full policy and procedure review. The two-year review cycle was adopted by the Board of Trustees during the March 8, 2011 Board meeting. The Policy Committee now reviews policies and procedures to ensure uniform practice and avoid impeding college operational effectiveness.

Districtwide feedback from constituents regarding policies and procedures did not identify specific regulations that impeded the timely and effective operations of the colleges. Findings suggested a wide variety of concerns related to organizational practice at the District Administrative Center and campuses. Each college prepared a formal list of concerns that was agendaized for discussion at the March 28, 2011 Chancellor's Cabinet meeting. Working from campus feedback, the presidents were charged with summarizing the most important campus concerns raised regarding District Recommendation 2. The list of concerns from the colleges and the presidents' corresponding summaries were presented at the April 1, 2011 Chancellor's Consultation Council meeting for discussion. Consultation Council concurred with the summary statements regarding issues that may impede the timely and effective operations of colleges. Summary recommendations were as follows:

Moorpark College

Feedback returned via survey did not point to specific policies or procedures as being problematic. Comments and references described issues with the implementation of procedures, rather than the goals of the policies and procedures themselves. Among the comments, the following are prevalent:

- Request to shorten and simplify practices, either via electronic or other means.
- Request for District staff to come on campus for regular training or information exchange sessions.

- Request for periodic or cyclical review of standard operating practices that implement policies and procedures.
- Request for dialogue with District staff at the operational level as operating practices are crafted.

Oxnard College

While no policies or administrative procedures were specifically cited, comments seemed to reflect operational procedures. Basic operations are impeded by seemingly lengthy workflow processes related to business processes such as purchasing and completing memorandum of understandings (MOUs) and grant renewals on a timely basis. This indicates a need for clarity of processes related to college/District roles and processes. Comments indicate that while centralized services may be cost-saving, efficiency should also be considered.

Ventura College

Those who are able to access procedural information through Board Docs believe that being able to search by keyword would improve their ability to locate information. It was also suggested that converting paper forms to electronic forms with the ability to track through an electronic queue would reduce the sense that paperwork is being lost as it moves from office to office.

On April 12, 2011, the concerns from campus constituents regarding District Recommendation 2 were presented to Board of Trustees, along with summary statements, during a study session of the Board. College presidents noted that specific Board policies and procedures were not identified as impediments in the timely and effective operations of the colleges. Concern was identified with District and campus standard operating practices. In addition, however, the Board recognized that some campus practices should be extinguished as inconsistent with Board policy intent.

In response to campus feedback, the District has implemented the following activities:

- Greater online business office and human resources accessibility of forms and commitment of further enhancement of paperless processes.
- Streamlined campus standard operating practice pertaining to student field trip authorization and approval.
- The scheduling of BoardDocs training for policy and procedure searches during the October 31, 2011, Administrative Council meeting.
- Human resources developed “HR Talk,” an employee forum for enhanced communication Districtwide.
- Greater online business office and human resources accessibility of forms and commitment of further enhancement of paperless processes. The Human Resources Department announced the release of a new and improved “HR Tools.” This enhanced system allows faculty, classified and supervisory/management employees’ online access to a variety of Human Resources Department forms, procedures, and answers to commonly asked questions. Staff can set alerts to receive notices when information is added or modified.
- The Human Resources Department gave an educational presentation at all three colleges during the fall 2011 Flex Week concerning “Disability Accommodations for Staff and Students.”
- Chancellor’s Cabinet level review and clarification of District and college roles and responsibilities related to memorandums of understanding, grant preparation, approval, implementation, and accountability processes.

Evidence District Recommendation 2

02.10.11 Policy Committee Agenda

02.14.11 Chancellor’s Administrative Council Notes

03.08.11 Board of Trustees Item 18.02 Policy/Procedure Review Calendar

03.08.11 Board of Trustees Policy/Procedure Review Calendar
03.28.11 Chancellor's Cabinet Notes
04.01.11 Chancellor's Consultation Council Notes
04.01.11 Consultation Council 2, 4, 6 MC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 OC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 VC Accreditation Recommendation Summary
04.12.11 Board of Trustees Full Accreditation Update
07.27.11 HROC Email Announcement
Disability Accommodations for Staff and Students Presentation
09.07.11 HR Talk Email for 09.29.11 Presentation

District Recommendation: 3

In order to increase effectiveness, the Teams recommend that the District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and district-wide operations. (IV.B.3)

The Board of Trustees reviewed and revised Board Policy 2425 Board/District Planning and Administrative Procedure 2425 on April 12, 2011. The policy was modified to include language which required annual assessment of strategic planning outcomes.

During the April 12, 2011 Board meeting, at the request of the Chancellor, the Board Chair formed an Ad-Hoc Board Planning Session Committee to begin activities for Districtwide strategic planning. The Ad-Hoc Committee consisted of Chair Blum and Trustee McKay. The committee proposed that it address three issues:

- ensuring that strategic planning and decision making processes were periodically reviewed
- assessing the adequacy of existing District goals and objectives
- articulating a planning process to be implemented in June 2011

In preparation for the Board's May 10, 2011 meeting, the Chancellor conferred with the Ad-Hoc Committee. Members suggested that the membership charge for the Trustees' Citizens Advisory Body be updated and expanded to better meet the District's strategic planning needs. In addition, that the Citizens Advisory Body be surveyed regarding the adequacy of the District's existing goals and objectives. The Ad-Hoc Committee suggested that the charge of the Citizens Advisory Body be established "to obtain community input for institutional planning purposes."

The Ad-Hoc Committee brought forward recommendations to May 10, 2011 Board of Trustees meeting. During an agendaized study session, the Ad-Hoc Committee proposed that the planning process be formally assessed annually and that the existing six Districtwide goals be reduced in number and more focused on student access, timely completion of coursework, and graduation or certificate completion. The general consensus of Trustees was that the number of goals should be reduced to provide greater clarity to District constituents. The Ad-Hoc Committee also recommended that the Board Chair facilitate the strategic planning session. Trustees were not in concurrence with this approach and requested the Ad-Hoc Committee hire an experienced facilitator to lead the District's planning activities.

The Ad-Hoc Committee met on May 13, 2011 to prepare a preliminary agenda and discuss potential facilitators. The Ad-Hoc Committee decided to seek a facilitator through the District's law firm, Liebert Cassidy & Whitmore. The Chancellor verified the availability and standing of the facilitator with the full Board.

On May 25, 2011, the Ad-Hoc Committee met with Melanie Poturica from Liebert Cassidy & Whitmore and reviewed the District's planning needs. The consultant confirmed with the Ad-Hoc Committee that the Board

should have fewer goals with clearly worded measurable objectives that align with accreditation recommendations, assess the effectiveness of its planning through an evaluation of the progress it is making in meeting its goals and objectives, and assess the degree to which District planning is integrated into college planning. The consultant further recommended that the Board review its six existing planning goals as they relate to student success and organizational effectiveness, the District mission statement, and organizational efficiency.

The facilitator noted that Board actions pertaining to a revised mission statement, instructional productivity, programs and services coring, desire to modify possible unnecessary student credit requirements, increased student access, and emphasis on degree completion clearly speaks to a strong Trustee vision regarding the future of the District. The Board should clearly articulate this vision in a strategic planning statement in addition to its goals and objectives. Trustees were in agreement that such a statement should be an outcome of the Board's planning process.

The facilitator also suggested that during the Board's planning meeting, new or revised goals and objectives should be vetted with external college district stakeholders prior to Board adoption. External constituents should be involved in the process of assessing the adequacy of the District and its colleges in meeting its planning activities. The Ad-Hoc Committee endorsed the recommendations of the consultant and prepared a tentative planning agenda for June 28, 2011.

In preparation for the June Board strategic planning meeting, members of the Ad-Hoc Committee sought input from college presidents, senate presidents, and union officials. The committee met on June 15, 2011 to prepare the Board's planning agenda for the Board Strategic Planning Session, a special meeting scheduled on June 28, 2011.

During the June 28, 2011 Board of Trustees Strategic Planning Session, the Board reviewed its six objectives adopted at the July 2010 Board meeting. To increase effectiveness in support of student learning and organizational operations, the Board, working through the facilitator, revised their 2010 objectives and created three goals to ensure sustainable continuous quality improvement.

Trustees received written and oral reports from District and college staff pertaining to the progress made on previous Board objectives. This was followed by a prolonged discussion of those objectives which will be most central to ensuring student success and organizational effectiveness in an environment of diminished state resources. Trustees reached general agreement on the establishment of three Districtwide goals:

Board Goal One: Provide Access and Student Success

Board Goal Two: Maintain Instructional Quality with Declining Budget

Board Goal Three: Prudent Fiscal Stewardship

The Board discussed a variety of objectives that it wished to have established for each of its goals. The facilitator worked with Trustees in an attempt to clarify their varied opinions regarding measurable objectives that would be most important in attaining District goals. Approximately two dozen overlapping objectives were recorded by the facilitator. Comments from Trustees and constituents stressed the need to further provide additional clarity regarding the Board's objectives. Trustees acknowledged that additional work would be necessary to provide precision and clarity without relying on broad sweeping jargon. At the conclusion of the planning session, the Board charged the Chancellor with reviewing the Board's goals and objectives, reducing redundancy, and drafting statements that represent the Board's thinking in clear and concise terminology.

A post-Board meeting assessment was conducted with Trustees regarding their satisfaction with the Board Strategic Planning Session. Forty percent of the Board completed the survey. Of the two Trustees who participated, there was consensus that "...the meeting was led in a timely, organized manner" and "a balance was maintained among open exploration of opinions, running the meeting efficiently, and reaching closure on

agenda items.” Comments from Trustees included accolades for the facilitator and “the meeting was long but helpful in assisting the Board in refining its goals.”

The Chancellor drafted summary objectives and provided the work to the Board’s Ad-Hoc Committee and Trustees for input in preparation for a formal review of the Board’s goals and objectives. On July 27, 2011, the Ad-Hoc Committee met to review a preliminary draft of the Board’s goals and objectives. Some language modification was suggested by Trustees. The Ad-Hoc Committee also considered the removal of Districtwide common course numbering, based on testimony from the Ventura College Academic Senate President. Although the Ad-Hoc Committee agreed, the Chancellor sought broader Board input pertaining to the elimination of the objective based on previously stated intent by Board members. On July 28, 2011, a preliminary draft of the Board’s goals and objectives was distributed to the Chancellor’s Consultation Council for general informational purposes. The Chancellor noted that the statements would change based on additional Trustee input.

Work on the planning vision statement requires completion. The vision statement will be drafted prior to the September 13, 2011 Board meeting and reviewed with the Citizens Advisory Body on September 15, 2011.

The planning vision statement, three Board goals, and 15-16 objectives will be brought forward to the Board during the September 13, 2011 Board of Trustees meeting. Trustees will review the adequacy of the vision statement, goals, and objectives. On September 15, 2011, the District planning vision statement, goals, and objectives, as reviewed by the Board, will be presented to the Citizens Advisory Body. This body consisting of business, agency, and county educational leaders will be asked for input regarding the Board’s work. The Board’s planning vision statement, goals, and objectives will be formally adopted by Trustees during their October 11, 2011 Board meeting.

Evidence District Recommendation 3

04.12.11 Board of Trustees Meeting Minutes
05.10.11 Board of Trustees Agenda Item 18.18 Action to Approve June Planning Agenda
05.10.11 Board of Trustees Agenda Item 18.18 Tentative June Planning Agenda
05.13.11 Ad-Hoc Committee Agenda
05.13.11 Ad-Hoc Committee Notes
05.25.11 Ad-Hoc Planning Committee Planning Session Agenda
05.25.11 Ad-Hoc Planning Committee Planning Session Notes
06.15.11 Ad-Hoc Planning Committee Planning Session Agenda
06.15.11 Ad-Hoc Planning Committee Planning Session Notes
06.28.11 Board of Trustees Agenda
06.28.11 Board of Trustees Meeting Assessment
07.27.11 Ad-Hoc Planning Committee Planning Session Agenda
07.27.11 Ad-Hoc Planning Committee Planning Session Notes
09.13.11 Board of Trustees Agenda Item 13.01 District Planning Vision Goals Objectives
09.15.11 Citizens Advisory Body Invitation
09.15.11 Citizens Advisory Body Agenda
VCCCD BP 2425 Board/District Planning Policy
VCCCD AP 2425 Board/District Planning Procedure
2011-2012 Board of Trustees Vision, Goals, and Objectives Draft Copy

District Recommendation: 4

In order to improve communications, the Teams recommend that the District assess the effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. (III.A.3, IV.B.3)

On December 6, 2010, Chancellor Meznick distributed preliminary District accreditation recommendations to Chancellor's Cabinet for review and discussion. Cabinet determined that data gathering activities related to improving formal communications and assessing policies and procedures that possibly impede effective campus operations should be instituted in preparation for anticipated return visits by accreditation representatives.

On February 14, 2011, District Recommendation 4 was discussed in the Chancellor's Administrative Council. Presidents were directed to conduct information gathering activities to identify sources of formal communication challenges. A list of concerns raised by the campuses was prepared by each college president and returned to Chancellor's Cabinet for discussion on March 28, 2011.

The Chancellor requested the presidents summarize campus comments gathered for discussion during the April 1, 2011 Consultation Council meeting. Accreditation Recommendation 4 was agendaized with other recommendations at the Chancellor's Consultation Council on April 1, 2011. Drs. Calote, Duran, and Eddinger presented college summaries on District Accreditation Recommendations 2, 4, and 6. Campus comments provided by Presidents and Consultation Council generated general and specific ideas for improvement in the areas of communication, technology, policies and procedures, portal communication, and movement of information to ensure accreditation recommendations will be met. Based on findings from the colleges, the office of Administrative Relations was charged with developing a strategy to improve formal communications in the upcoming academic year.

On April 12, 2011, the Board was provided an accreditation update that included presentations by District college presidents on their findings related to formal communications. A summary and detailed feedback was provided to Trustees. The Chancellor presented an oral report on activities that would be undertaken to improve formal communication, including clearer communication from executive Cabinet members to the campuses, improving constituent information sharing as a responsibility of each member of Chancellor's Consultation Council, complete migration to the portal on the part of all campuses and District Administrative Center (DAC), and providing ongoing communication updates from DAC divisions through technology. The Director of Administrative Relations discussed planned improvements in the use of technology pertaining to communications. Trustees commented on limited staffing available to address the recommendation. The Chancellor indicated further adjustments in responsibilities will be made in marketing and promotional activities to more pressing communication needs. The Chancellor also reported he broadened the administrative advisory bodies to include a District Administrative Council and a District Presidents Council to further strengthen formal communications and ensure open and timely information is communicated back to the campuses. One additional classified representative was added to Chancellor's Consultation Council, and campus executive vice presidents will attend academic senate meetings to answer questions and serve as a resource next year. District Administrative Center staff will attend meetings upon request.

Self-Appraisal surveys for various District and College committees were developed and implemented in November 2009. Upon the position elimination of the District Director of Institutional Research, the surveys were not completed in 2010. The Chancellor has requested that the Director of Administrative Relations reestablish the self-appraisal survey process will be re-implemented in November 2011. The survey instrument will be expanded to gather and evaluate data from the District and colleges related to formal communications within committee structures. In addition, a review and update of the current Participatory Governance Manual will be conducted during the 2011-12 academic year to address formal channels of communication Districtwide.

The Chancellor had incorporated the following of formal communication channels as a component of the Board's ethics policy for all employees. Following a two-year discussion of this item, Trustees removed the requirement from the policy on August 9, 2011. Testimony from the Academic Senates and American Federation of Teachers leadership suggested a preference to one of three approaches to ensure that employees follow formal channels of communication:

- Strengthen language in the existing District Participatory Governance Manual related to communication
- Include the language in the Board of Trustees ethics policy pertaining to Trustee behavior
- Establish a stand-alone communication policy for employees

The Chancellor will revisit the issue of employee use of formal channels of communication within the District during the 2011/2012 academic year.

The Human Resources Department developed the “HR Talk” program. This program consists of monthly interactive and informative sessions presented by Human Resources Department staff in a live forum at the District Office and transmitted simultaneously via videoconference to all three colleges. The HR Talk program also includes a SharePoint site on the employee portal where commonly asked questions by group members and answers by Human Resources Staff can be posted.

The Human Resources Department has formed a new operating committee called “HROC.” The composition of HROC consists of the three Vice Presidents of Business Services, a dean representative from each college and is co-chaired by the Director of Human Resources Operations and the Director of Employment Services. The committee provides a forum to discuss human resources issues prior to implementing change.

The Board of Trustees established a Citizens Advisory Committee on March 9, 2010, for the purpose of reviewing Board budget assumptions and to provide general recommendations related to educational programs and services impacting VCCCD students during a time of severe state budget reductions. The Citizens Advisory Committee consisted of nine community members, one member from each Trustee's area and four members from Trustee nominations to serve as members-at-large. The members represented diverse interests and constituents throughout Ventura County.

Accreditation recommendations advised the District to utilize constituency and community input/feedback to ensure open and timely communications in the areas of continued educational excellence, planning, and integrity. The Board took action on May 10, 2011 to update the Citizens Advisory Committee title, charge, and to expand membership. The renamed Citizens Advisory Body will meet annually, and as necessary.

Based on Trustee recommendations, the Citizens Advisory Body membership was expanded to 21 community representatives. To seek input for the Board's June 2011 strategic planning process, a survey with Citizens Advisory Body members was conducted. Opinions regarding the adequacy of the Board's 2010-2011 goals, objectives, mission statement, and breadth of functions was secured to better inform Trustees in their deliberations. In addition, information was collected regarding the adequacy of the District in providing its programs and services. The Director of Administrative Relations presented the Citizens Advisory Body survey findings to the Board as an agenda item during the June 28, 2011 Strategic Planning Session. Trustees commented that the findings confirm the importance of the Board's revised District mission statement. Associate degree completion, with successful transfer to four-year colleges, certificate and career technical education, and certificate completion should remain the colleges' primary focus. Several Trustees requested that college presidents ensure non-collegiate ESL instruction and adult education providers in Ventura County are made aware of the fact that these opportunities will be severely restricted in the District due to financial constraints.

An agenda Board meeting with the Citizens Advisory Body is scheduled for September 15, 2011. The Board will review District accomplishments in meeting its previous goals and objectives and seek input to the establishment of its revised goals and objectives prior to taking action to adopt them on October 11, 2011. It is anticipated the Board will report on accomplishments pertaining to these revised goals and objectives following the close of the 2011/2012 academic year.

Evidence District Recommendation 4

03.09.10 Board of Trustees Meeting Minutes
03.10 Citizens Advisory Committee Membership
12.06.10 Chancellor's Cabinet Meeting Notes
02.14.11 Administrative Council Notes
03.28.11 Chancellor's Cabinet Notes
04.01.11 Chancellor's Consultation Council Notes
04.01.11 Consultation Council 2, 4, 6 MC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 OC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 VC Accreditation Recommendation Summary
04.12.11 Board of Trustees Full Accreditation Update
05.10.11 Board of Trustees Minutes
06.11 Citizens Advisory Body Membership Roster
06.21.11 Citizens Advisory Body Survey Results
06.11 Citizens Advisory Body Meeting Invitation
06.28.11 Board of Trustees Meeting Minutes
07.07.11 Email HR Talk
07.27.11 Email HROC
08.09.11 Board of Trustees Agenda
09.07.11 HR Talk Email for 09.29.11 Presentation
09.13.11 Board of Trustees Agenda Item 13.01 District Strategic Planning Vision, Goals, and Objectives
09.15.11 Citizens Advisory Body Agenda
Participatory Governance Handbook August 2010

District Recommendation: 5

In order to meet the Standard, the Board of Trustees shall complete an analysis of its self assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. (IV.B.1.g)

The Board Policy Committee, in conjunction with the Chancellor and Director of Administrative Relations, reviewed Board Policy 2745 Board Self Evaluation in April 2011. The Director of Administrative Relations provided recommendations for strengthening the policy and procedure to align with District Recommendation 5. The policy was amended to include language that specified performance goals and assessment as an outcome of self evaluation. A revised self evaluation procedure and instrument was prepared and implemented electronically. Trustees discussed and adopted the policy and procedure during the Board of Trustees meeting on May 10, 2011.

The full Board participates in their annual self evaluation activity during the month of May. Findings of the 2011 self evaluation were prepared and presented by the Director of Administrative Relations to Trustees during the June 28, 2011 Board Strategic Planning Meeting. A facilitated discussion of survey findings was conducted and Trustee suggestions for improvements were recorded. The Board requested that these recommendations be consolidated to reduce redundancy and returned to the full Board for further review in September and action in October 2011. The tentative Board improvement plan incorporates 11 measurable activities designed to strengthen Board performance. The Board will review its performance success in June 2012.

Evidence District Recommendation 5

04.14.11 Policy Committee Agenda
05.10.11 Board of Trustees Meeting Minutes
06.28.11 Board of Trustees Agenda
VCCCD BP 2745 Board Self Evaluation

District Recommendation: 6

In order to meet the Standards, the Board of Trustees shall establish clearly written policies and corresponding procedures to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three colleges. (III.A.3.a, III.A.4.c, IV.B.1.b-c)

On December 6, 2010, the Chancellor distributed preliminary District accreditation recommendations to Chancellor's Cabinet for review and discussion. Cabinet determined that data gathering activities related to establishing clearly written policies and procedures was needed to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three colleges.

On February 14, 2011, District Recommendation 6 was discussed in the Chancellor's Administrative Council. Presidents were directed to conduct information gathering activities to identify policy and procedure barriers. A list of concerns raised by the campuses was prepared by each college president and returned to Chancellor's Cabinet for discussion on March 28, 2011.

Chancellor's Cabinet concluded that many of the concerns expressed regarding District Accreditation Recommendation 6 were related to unclear communications, both at the District and campus level. A lack of understanding on the part of constituents related to Board policies and procedures exist, and employees require additional training related to Board regulation. The need for an administrative procedure to Board Policy 3280 Grants was identified. Feedback from one campus indicated a lack of training necessary to utilize the search functions of the BoardDocs policy/procedure online database. Campus employees reported a lack of trust in the District Human Resources division pertaining to hiring and selection. In addition, varying hours of operation at the three campuses and District office are perceived as inequitable. A broad array of manual Business Services forms slow transactions as exemplified in the student field trip approval processes. Limited responses identified specific Board regulations that were being administered by staff in an inconsistent manner at the three colleges, specifically, the activities pertaining to Cabinet approval for grant applications and the adoption implementation of the District's resource allocation model.

The Administrative Council discussed the role of the Board's Policy Committee in meeting District Recommendation 6. Administrative Council recommended the establishment of a two-year approach to review and revise all policies and procedures. The Council also believed that the Policy Committee should assess each policy and procedure for its impact on campus and District operations.

The Board Policy Committee concurred with this recommendation and reviews both policy and procedure to ensure uniform practice. The two-year review cycle was adopted by the Board of Trustees during the March 8, 2011 Board meeting. Vice Chancellor, Business Services will expedite the development of an administrative procedure for Board Policy 3280 Grants to be reviewed by the Board no later than the close of fall 2011 academic semester. In-service training related to the procedure will be provided by the Vice Chancellor, Business Services to Administrative Council and other staff, as necessary.

The District apportions revenue to its three colleges through a formula agreed to through a consultative process within the District Council on Administrative Services (DCAS). The formula is used to distribute revenue to the District's colleges following tentative and final budget adoption by the Board. Although not a Board policy, the action of apportionment of revenue to its colleges has the force of the Board.

The issue of inequitable implementation of the allocation model was returned to the District Council on Administrative Services (DCAS) on April 7, 2011 for review and clarification. A review of the process of allocating revenue through the model was undertaken. All agreed that the computations of the model were

handled accurately and when asked individually if any member of the council believed there was inequity in the model, each member responded that they believed the model was an equitable distribution of the resources. In addition, the Vice Chancellor, Business and Administrative Services visited the Oxnard College Academic Senate and discussed the current budget situation as well as the elements of the model and how particular actions of a college affect the distribution of resources. The apportionment approach is reviewed annually by the DCAS as part of the District's budget process. The Chancellor will review the responsibilities of constituents to communicate clearly with their membership as outlined in the District Governance Manual. This will occur early in the 2011 academic year.

Evidence District Recommendation 6

12.06.10 Chancellor's Cabinet Meeting Notes
02.14.11 Administrative Council Meeting Notes
03.08.11 Board of Trustees Agenda Item 18.08 Board Policy/Procedure Review Calendar
03.08.11 Board of Trustees Policy Procedure Review Calendar
03.28.11 Chancellor's Cabinet Notes – District Recommendation 2 & 6
04.01.11 Chancellor's Consultation Council Notes
04.01.11 Consultation Council 2, 4, 6 MC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 OC Accreditation Recommendation Summary
04.01.11 Consultation Council 2, 4, 6 VC Accreditation Recommendation Summary
04.07.11 DCAS Meeting Notes
DCAS Charge and Meeting Schedule
Participatory Governance Handbook
VCCCD BP 3280 Grants

District Recommendation: 7

In order to meet the Standards, the Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District colleges. (IV.A.3, VI.B.1. e-g)

In response to District Recommendation 7, the Board Policy Committee reviewed Board Policy 2740 Board Education and Administrative Procedure 2740 Board Education on April 14, 2011. The policy and procedure were revised to emphasize strengthened performance in the Board's policy-making role. Specifically, Administrative Procedure 2740 calls for Board attendance at Trustee workshops and conferences. In addition, the Board will annually assess its effectiveness in fulfilling its policy role in contrast to its actions. As part of its Board assessment process, the Board will establish and monitor goals for deficiencies, when identified. The procedure also requires Trustees to identify areas in which they perceive a need for additional training. Trustees attending workshops and conferences are required to provide specific suggestions to the Board designed to enhance performance as an outcome of the activity at the first Board meeting following a conference or workshop.

In support of the Board's professional development, a calendar of workshops and conferences was prepared for Trustee review and activity planning purposes. The Board of Trustees participated in several professional development activities since the site team visitation in October 2010.

- January 14, 2011 VCCCD New Trustee Orientation included District overview, governance, Board planning objectives, accreditation, administrative relations, budget and finance, human resources, capital planning, economic development information technology, and BoardDocs Board agenda software training. Trustees also received college overviews from Moorpark, Oxnard, and Ventura.
- January 21, 2011 Community College League of California Conference

- Ethics Training
- New Trustee Training
- Introduction to Trusteeship: Roles and Responsibilities
- April 1, 2011 Association of Governing Board Conference
 - How Boards Lead Change
 - Seminar for New Trustees
 - Leadership Strategies for Public Colleges, Universities, and Systems
 - Leading Board Committees

The full Board will attend the November 17, 2011 Community College League of California Conference in San Jose, California.

Evidence District Recommendation 7

01.14.11 Trustee Orientation Agenda

01.21.11 Effective Trusteeship Conference program

06.28.11 Board of Trustees Meeting Assessment

2011 AGB Conference Schedule

2012 Board Professional Development Proposed Calendar

VCCCD BP 2740 Board Education

VCCCD AP 2740 Board Education