

Recommendation 5:

“In order to meet the Standards, the team recommends that the District ensure the retention of key leadership positions and that adequate staffing capacity is available to address the demands of three critical areas reflected in the accreditation standards: Institutional Effectiveness and Leadership, Institutional Research, and Financial Accountability and Management (III.A.2, III.A.6).”

Overview:

Recommendation 5 addresses the need for the District to: 1.) Retain key leaders, and, 2.) Ensure that adequate staff is available to meet the demands of three critical areas: Institutional Effectiveness and Leadership, Institutional Research, and Financial Accountability and Management.

I. Retention of Key Leadership and Adequate Staffing Capacity for Institutional Effectiveness and Leadership, Research, and Financial Accountability and Management

A. Introduction

The Peralta District is a four College and District Office institution with over 2,100 full-time and part-time employees. Peralta, not unlike many other districts, has experienced a number of key leadership vacancies at the District Office and the four Colleges due to factors such as retirements, the desire for personnel to relocate out of the area, for family or personal reasons, and the desire to pursue other professional opportunities.

In response to Recommendation 5 and to meet Standards III A.2 and III A.6, the PCCD Governing Board took action to appoint a new Chancellor who would work to assure adequate staffing capacity for the District and Colleges, to evaluate existing key

leadership positions at the District Offices to better support the Colleges, and to institute an ongoing plan to ensure the retention of key leadership.

B. Appointment of New Chancellor

In January 2015, the extant Chancellor announced his intent to retire effective July 2015. The Board of Trustees initiated a national search for the next Chancellor and instructed the Human Resources Office to begin the search. Through a public and competitive process, the Board selected a search firm from the California Community College Search Services [DR5.1]. In February 2015, the PCCD Governing Board then utilized a Survey Monkey to solicit public input in the community regarding what characteristics and attributes were desired in the next Chancellor [DR5.2].

Highlights from the survey included desirable leadership attributes such as the ability to:

- Focus on student success
- Knowledgeably address accreditation issues
- Engage in strong fiscal and operational leadership
- Build a strong and effective management team
- Create an enrollment management plan to deal with declining enrollment
- Obtain data-driven results for District and College improvement
- Lead strong Strategic planning efforts
- Make lasting internal changes

Additionally, in February 2015, the Board conducted a public forum with the search consultant to discuss the Survey Results and to finalize the Chancellor's profile [DR5.3]. Following a successful search, the Board appointed a new Chancellor who assumed his

post on July 1, 2015.

The Chancellor's Opening Address at the Districtwide Flex Day in August 2015 reflected his commitment to strengthen Institutional Effectiveness and to make changes that would include professional development opportunities to retain key leadership. At this time, the "New Peralta Way" was introduced, a District initiative calling for changes to strengthen and retain leadership and to redouble efforts to provide better District Support Services to the Colleges and to improve student success [DR5.4]. In part, his "New Peralta Way" vision was informed by a comprehensive Chancellor survey (August 2015) that encouraged the PCCD community to make suggestions to guide the new Chancellor to effect change [DR5.5]. After considerable consultation and deliberation, in February, the Chancellor announced plans for a Reorganization, which would be ongoing throughout the academic year [DR5.6].

In less than one year, the Reorganization has been gradually implemented, to include the addition of new positions or the reassignment of in-house personnel to reflect the Chancellor's pledge to ensure that staffing and leadership are more stable and centered on student success and serving the community.

II. PCCD's Reorganization of Select Administrators and Staff

In implementing the "New Peralta Way," with its aim to provide more District support to the Colleges and to further student success, certain new key leadership positions were developed. Other existing positions were evaluated and modified to best fit the needs of the District and the Colleges.

A. Vice Chancellor for Finance and Administration

A new Vice Chancellor for Finance and Administration was hired in August 2015 [\[DR5.7\]](#).

Since the new Vice Chancellor for Finance and Administration assumed the post, much of the initial focus has been to resolve the District's financial audit findings, some of them recurring, to address a plan for the District's OPEB Program, and to lead a cross functional Task Force to evaluate and refine the existing Budget Allocation Model (BAM) for the District [\[DR5.8\]](#).

The new Vice Chancellor for Finance and Administration also recognized the need for some additional staffing to enhance the District's internal controls and to improve support service levels to the Colleges. Two new positions were created and filled: a Payroll Manager (filled in June 2016) and a Senior Accountant (filled in March 2016) [\[DR5.9\]](#). In November 2015, a new Budget Director was hired to replace the interim [\[DR5.10\]](#). Further evaluation of staffing is in progress to ensure succession planning and strengthening of the Finance and Administrative operation.

One employee of the General Services Department handling general obligation bond budgets/expenditures was reassigned to the Finance and Administration team on the recommendation from the District Office Reorganizational Plan. This employee now reports directly to the Vice Chancellor for Finance and Administration, allowing for more effective monitoring and planning for resource needs related to bond projects and construction and increased financial accountability.

B. Special Assistant to the Chancellor and Chief of Staff (new)

As the District reassessed its needs and determined how best to effectively provide District level support to the Colleges regarding institutional research and institutional effectiveness, the District decided to eliminate the position of Deputy Chancellor and

developed, in its place, the position of Special Assistant to the Chancellor and Chief of Staff [DR5.11]. In addition, under the District's reorganization, the Chief of Staff was assigned responsibilities for the Institutional Research Office, Child Development Centers and District Policy and Procedure Coordination, which were previously under the office of Educational Services. The Chief of Staff also provides supervisory support of the Coordinator of Contracts and Legal Affairs in liaison with external legal counsel.

C. Vice Chancellor for Student Services (reestablished)

The Vice Chancellor for Student Services position was eliminated in 2013 and at that time, the Associate Vice Chancellor assumed leadership. However, under the Chancellor's Reorganization, the Vice Chancellor for Student Services position was re-established in July 2016 to provide a higher level of leadership to Student Services and to replace the departing Associate Vice Chancellor for Student Services. Additionally, the reinstatement of the Vice Chancellor of Student Services was a direct response to the Governing Board/Chancellor goal to improve Student Services throughout the District. Because many PCCD students attend more than one College, reestablishing this position should ensure greater interaction among the Colleges, the District, and Student Services' staff [DR5.12].

D. Executive Vice Chancellor for Strategic Partnerships and Advancement (new)

The Executive Vice Chancellor (EVC) position was developed to provide support for strategic direction, to develop partnerships, to build community support, and to provide government and corporate advocacy. The EVC will lead efforts to fund innovation in the District [DR5.13].

E. Vice Chancellor for Academic Affairs (new)

As part of the District's reorganization and to provide additional support to the Colleges for strengthening student success, the District developed the position of Vice Chancellor Academic Affairs; an interim was appointed to this position and began work on August 1, 2016 [DR5.14]. The Vice Chancellor for Academic Affairs, who oversees all academic and student affairs for the District and Colleges, serves to strengthen the overall academic character of PCCD.

F. Associate Vice Chancellor for Workforce Development and Continuing Education (WDCE) (new)

The District--with a renewed commitment to lead efforts to expand contract education, to develop noncredit education, and to expand contact to the business community--developed the position of Associate Vice Chancellor for WDCE. In the past, the District has lacked the leadership to provide the non-credit opportunities that could foster support for social justice. The Interim Associate Vice Chancellor began work on July 1, 2016 [DR5.15].

G. Assistant Vice Chancellor for Enrollment Management (new)

To increase the four Colleges' outreach efforts to their respective high schools and to the communities served, the District developed the position of Assistant Vice Chancellor for Enrollment Management. Because the District had not adequately planned for enrollment volatility-- as is seen in its recent struggle to maintain sufficient enrollment--funding was reallocated to establish the new Assistant V.C. for Enrollment Management to address enrollment management issues District wide. An interim was appointed and began duties on July 1, 2016 [DR5.16].

H. Director of Human Resources

In February 2016, the PCCD Governing Board ratified the Chancellor's appointment of an Interim Director of Human Resources [DR5.17]. The new Interim Director has extensive experience in Human Resources which has enhanced Human Resource support and services to the District and Colleges.

I. Risk Manager (re-classified)

The Office of Risk Management provides support and training to the Colleges regarding worker's compensation, hazardous materials, health and safety training for employees, and emergency preparedness. In November 2015 the District Director for Risk Management accepted another position in private industry. To ensure that the Colleges maintained the support provided by the Risk Management Office, the District engaged its insurance JPA (Joint Powers Agreement) and leveraged the services provided under this Agreement to augment and provide risk management training and support services to the Colleges. [DR5.18]. In addition, the Risk Management function was removed from the Office of the General Counsel and returned to the administrative oversight of the Vice Chancellor for Human Resources and Employee Relations. The District then reassessed the Director position and determined that it would not be filled at the "Director" level, and, instead, the position was reclassified to that of Risk Manager. This position is expected to be filled by December 2016.

J. Director of Facilities and Operations

The current Director of Facilities and Operations (interim) provides support to the Colleges regarding physical facilities and resources; the position is expected to be filled on a regular basis again by November 2016 [DR5.19].

K. Budget Director for Workforce Development and Continuing Education (new)

This position was developed to support and provide fiscal oversight to the Workforce

Development and Continuing Education Program. The District appointed an interim Budget Director who began duties on August 3, 2016 [DR5.20].

L. Director of Capital Projects was hired in August 2016 and will provide much needed support for the management of bonds [DR5.21]. The Director position and the reorganization of DGS, allows for strengthening bonds' maintenance, while at the same time, allowing Maintenance & Operations (under DGS) to pay greater attention to facilities. The Director will also provide support to PCCD's TCO implementation.

III. Administrative Support for Enhanced Institutional Effectiveness at the Colleges

The District has sought to provide the necessary Human Resources' support and budget allocations to the four Colleges to continue to ensure leadership retention and adequate staffing positions that address institutional effectiveness and enhance institutional research. Two positions (below) have the potential to expand and refine District/College coordination:

A. Director of College Operations (under consideration)

The Director of College Operations is now being considered and will be brought to PBC in Fall 2016 for discussion. The intent of this position is to provide additional support for Facilities and IT, with special consideration to strengthen safety and security functions.

B. Associate Deans of Educational Success (new)

The Associate Dean of Educational Success, allowing for one Associate Dean at each College, was developed to provide additional support to the Colleges' Student Success Programs. The positions are grant funded and will be filled on an interim basis beginning Fall 2016. This position fulfills a need to integrate services provided to special

populations that are normally scattered among the Colleges. Furthermore, the position is designed to strengthen support and to ensure continuity to Programs that address the achievement gaps among various student groups as well as to support equity goals [\[DR5.22\]](#).

Furthermore, new positions and reassigned positions have included the following key personnel changes at each College.

A. LANEY COLLEGE

1. Laney College President

In February 2016, the President of Laney College accepted the new position of Executive Vice Chancellor for Strategic Partnerships and Advancement at the District Office. The District ensured continuous leadership and support to Laney College through the appointment of an experienced college president (retired) as Interim President who began on March 1, 2016, and an anticipated start date of January 2017 for the new President.

2. Dean of College Research and Planning (new)

In February 2015 the College initially established the position of Vice President of Strategic Planning and Institutional Effectiveness, which was filled as an Interim, as the College wanted to assess whether a Vice President or a different administrative classification (e.g., Dean) was most effective to meet its needs. The assessment determined that the creation of a new Dean of College Research and Planning would provide sufficient outreach and planning to support both Laney and Berkeley City Colleges [\[DR5.23\]](#). On July 1, 2016, the District appointed an

interim Dean of Research and Planning to provide 50/50 support to both Laney and Berkeley City College.

B. BERKELEY CITY COLLEGE

1. President, Berkeley City College

In December 2015, the President of Berkeley City College who had served for four (4) years, accepted the Chancellorship at another community college district. A new President of BCC assumed the position on July 18, 2016, following two interims.

2. Dean of College Research and Planning (new)

In July 2015, the College established the position of Vice President, Planning and Institutional Effectiveness to serve through June 30, 2016 [DR5.24]. The BCC Vice President of Student Services was temporarily reassigned to this position. After assessing this position, BCC determined that a Dean of College and Planning would best fit its needs. Currently, the new position is shared with Laney (see above).

3. Vice President Student Services and Dean(s) for Student Services

Currently BCC has an interim Vice President of Student Services with the position expected to be filled on a regular basis in January 2017. Moreover, to provide additional support and leadership to the College, the District, at its July 2016 Board meeting, appointed on a one-year interim basis, one additional Dean for Student Services, for a new total of two Deans. The one-year assignment will provide the College the opportunity to evaluate the effectiveness of a second Dean position.

C. MERRITT COLLEGE

1. President

The President of Merritt College served for two years. However, in June 2016 the President, with a background in student services, was reassigned to serve as the District's Vice Chancellor of Student Services (this position had been eliminated in 2013). The District then appointed an interim President for Merritt, who assumed the position on August 2, 2016. The District will recruit to fill the regular position with an anticipated start date of July 2017.

2. Vice President of Instruction

In April 2016, Merritt College appointed a Vice President of Instruction who assumed duties on May 2, 2016.

3. Researcher (reassessed position)

In assessing its staffing to better support institutional research, Merritt College determined that a classified full-time position best met this need. In November 2015, the College hired a full-time classified employee in the position of Researcher.

D. COLLEGE OF ALAMEDA

1. President

On June 30, 2016, the College President resigned to accept the position of Superintendent/ President with another district. The District then appointed an experienced Interim President. A search is underway for a permanent President.

2. Vice President of Student Services

The Vice President of Student Services assumed full-time duties on July 26, 2016.

3. Dean of College Research and Planning (new)

After careful assessment, College of Alameda determined that the position of Dean of College Research and Planning best met its needs. A full-time position is currently being re-advertised [\[DR5.25\]](#).

IV. Human Resources' Support for Faculty Hiring and Evaluation

A. Hiring

During 2014-2016, and without an augmentation in regular staffing, Human Resources handled approximately 100 recruitments, including 41 new faculty positions for Fall 2015, which resulted in Human Resources receiving and processing over 1,500 applications for 41 vacancies. For the Fall 2016 hire, during the Spring 2016 semester, the District recruited and filled an additional 14 faculty vacancies.

B. Evaluations of Part-time Faculty

Since the ACCJC Team visit in 2015, the Colleges have made considerable progress to complete all outstanding part-time faculty evaluations on time. In order to ensure that all evaluations due were completed by the end of the Spring 2015 semester, each College developed an Evaluation Action Plan. As a result, Merritt College, Berkeley City College, and College of Alameda achieved their goals. Laney College did not achieve its goal in completing timely evaluations for all part-time faculty for the following reasons:

- The sheer quantity of part time evaluations. Over 100 part-time evaluations due to be completed by Fall 2015 were not completed.
- Lack of effective management oversight at the Colleges to ensure evaluations were on schedule.
- Turnover in the administrative leadership of the College, in particular Student Services (vacancy in November 2015), and the reassignment of the Vice President of Student Services.

In Fall 2015, release time was assigned to a faculty member to provide support to Laney to schedule and coordinate the part-time faculty evaluation cycle. Nevertheless, several grievances were filed by the Peralta Federation of Teachers (PFT) over the College's failure to comply with a former grievance resolution to evaluate timely all part-time faculty. As of the Spring 2016 semester, however, Laney College has made significant progress and attained an 85 % evaluation completion rate. Furthermore, evaluation grievances have been resolved. Additionally, the three other Colleges have evaluated all part-time faculty within the contracted timeframe, i.e., Merritt College completed 100% of all evaluations in Fall 2015 and Spring 2016; Berkeley City College completed 84 of 89 evaluations and is scheduled to complete all evaluations in Fall 2016; College of Alameda will be completing 100% of all evaluations in Fall 2016.

V. PCCD Commitment to Retain Key Leadership

Since the March 2015 accreditation visit, the District has made a commitment to ensure the ongoing retention of key leadership. "Strengthen accountability, innovation and collaboration" was a stated Strategic Goal for the PCCD 2015-2016 Academic Year and enhancing leadership to support student success was a primary focus [DR5.26]. Given this focus, the following activities were emphasized:

A. Enhanced Professional Development Opportunities

In addition to the new Chancellor's District Reorganization, as a deliberate response to the Institutional Goals to "strengthen institutional effectiveness and leadership," "to advance student success," and "to engage and leverage partnerships in the community and abroad," another District Goal in 2015-2016 was the goal to enhance professional development opportunities to encourage retention of high caliber leaders and to encourage innovation.

In Spring 2016, a PCCD Management Leadership Development Academy of Peralta (MLDAP) was instituted by the Chancellor. MLDAP was created to develop leaders within the existing PCCD faculty and staff, to provide greater depth to the organizational structure, and to reduce administrative turnover. The MLDAP participants engaged in an intensive three-day training program that was centered on the enhancement of professional goals. All were asked to design and implement innovative projects that will improve the District's services to the Colleges. For example, one such project "On-Boarding Cohort," was initiated by the District's Benefit Coordinator, along with six other colleagues. This project is comprised of a "cross-section of District managers from a breadth of administrative and student service professions who will collaborate to deliver a streamlined, efficient and transformative opportunity to the new Peralta employee." The project has four phases focusing on 1.) new employee orientations, 2.) training, 3.) professional development, and 4.) employee recognition and appreciation [DR5.27]. Furthermore, the faculty development budget was increased by 50%, a budget that had been static for numerous years.

B. Leadership Retreats

The District has held the following leadership retreats, organized by the new Chancellor: in September 2015, December 2015, and July 2016 (Board Retreats) and in December 2015 and January 2016 (Leadership *and* Management Retreats). The focus of these retreats was to provide mentoring and professional growth opportunities for all PCCD leaders and to strengthen leadership stability [DR5.28]. Another Board Retreat is scheduled for October 2016.

C. Leadership Evaluation

During the 2014-2015 evaluation cycles, with very few exceptions, all managers were evaluated. In those cases where an evaluation was not conducted, turnover in supervision was sometimes the cause. At the time of the last Team visit, some senior level

evaluations had not yet been completed by the retiring Chancellor and therefore, could not be located. However, all senior level evaluations are now up to date.

During the 2015-2016 Management Performance Evaluation cycle, which began on July 1, 2015 and ended on June 30, 2016, all evaluations were conducted and placed in the Human Resources personnel file. As part of the ongoing efforts to improve assessment and to ensure that management goals are better defined and tracked for results, the Chancellor has added a component to the Management evaluation instrument applicable to the members of the Chancellor's Cabinet. The performance indicators will be assessed in the 2016-2017 year [\[DR5.29\]](#).

VI. Creation of a Human Resources Staffing Plan and Exit Interviews

The Human Resources Office has developed a Staffing Plan that was reviewed in Chancellor's Cabinet and presented to the Planning and Budgeting Council (PBC) at their May 2016 meeting. Specifically, the Staffing Plan will:

- Forecast the recruitment needs by assessing employee's potential retirement date
- Establish an objective method to assess the need for replacement and recruitment based on the Colleges and District's needs
- Develop a vacancies prioritization process to identify the most critical vacant positions and to expedite the recruitment process of vital positions, within budget constraints
- Include an evaluation mechanism

At the end of the 2016-2017 academic year, the District will evaluate the effectiveness of the Human Resource Staffing Plan [\[DR5.30\]](#). Furthermore, the Interim Director of Human Resources created an "Exit Interview" form, with the purpose of collecting specific data pertaining to employee satisfaction [\[DR5.31\]](#).

In August 2016, the Vice Chancellor of Human Resources and the interim Director of Human Resources conducted a presentation of the Staffing Plan during the District’s Flex event to provide an opportunity for all College and District constituents to make suggestions and to ask questions about the new Staffing Plan and the Exit Interview form. Here, the forum for dialogue was central to the ongoing evaluation of the new documents. Finally, the implementation of the Exit Interview forms were initiated in August 2016. Both the Exit Interview Form and the Staffing Plan will be evaluated in April 2017.

VII. Conclusion

Under the leadership of the new Chancellor, PCCD leadership has been significantly re-evaluated to ensure adequate staffing capacity, and to introduce new measures to retain key leadership. Additionally, the expertise of the new Vice Chancellor for Finance and Administration has fulfilled a critical need at Peralta for strengthening financial accountability and stability. With increased emphasis on sharpening institutional effectiveness, enhancing financial accountability, and advancing a more strategic approach to the development of institutional research, PCCD has improved its overall educational focus and meets Standards III A.2 and III A.6.

RECOMMENDATION 5: DISTRICT RESPONSES	
Evidence	Title of Evidence Document
DR5.1	Special Board Meeting Minutes, Feb. 3, 2015: New Chancellor Search
DR5.2	Survey Monkey for Selection of Chancellor, Feb. 18, 2015
DR5.3	Public forum summary for Chancellor's Profile
DR5.4	Chancellor's Address to Faculty and Staff, Aug. 19, 2015
DR5.5	Chancellor's Survey Aug. 2015
DR5.6	Chancellor Reorganization Memo, Mar. 1, 2016
DR5.7	Governing Board Minutes, July 2015: Appointment of Vice Chancellor for Finance & Administration.
DR5.8	Budget Allocation Model (BAM)
DR5.9	Governing Board Minutes, June 14, 2016 Payroll Manager and District Senior Accountant appointments: JDs and Board Minutes
DR5.10	Governing Board Minutes, Nov. 10, 2015: Budget Director's appointment

RECOMMENDATION 5: DISTRICT RESPONSES	
Evidence	Title of Evidence Document
DR5.11	JD for Special Assistant to the Chancellor and Chief of Staff
DR5.12	JD for Vice Chancellor of Student Services
DR5.13	JD for Executive Vice Chancellor for Strategic Partnerships
DR5.14	JD for Vice Chancellor of Academic Affairs
DR5.15	JD for Associate Vice Chancellor for Workforce Development Continuing Education (WDCE)
DR5.16	JD for Assistant Vice Chancellor of Enrollment Management
DR5.17	Feb. 23, 2016, Report of Closed Session Actions regarding the Interim Human Resources Director's appointment
DR5.18	Joint Powers Agreement for Risk Management
DR5.19	Approved ePAF #21211 for the Interim Director of Facilities and Operations
DR5.20	JD for Budget Director for Workforce Development and Continuing Education
DR5.21	JD for Director of Capital Projects
DR5.22	JD for Associate Dean of Educational Success
DR5.23	JD Dean of College Research and Planning
DR5.24	JD VP of Planning and Institutional Effectiveness
DR5.25	COA Dean of College Research and Planning Job Posting Details
DR5.26	Strategic Goals and Institutional Objectives 2015-2016
DR5.27	MLDAP agenda for June 1-3, 2016 Sessions
DR5.28	PCCD Leadership Retreat Agendas
DR5.29	Management Goals and Measurable Outcomes Matrix Memo, Dec. 14, 2015
DR5.30	District's Human Resources Staffing Plan
DR5.31	Exit Interview Form