



# ACCREDITATION FOLLOW-UP REPORT

October 1, 2017

**Submitted by:**

Laney College

900 Fallon Street, Oakland, CA 94607

**Submitted to:**

Accrediting Commission for Community and Junior Colleges,  
Western Association of Schools and Colleges

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**CERTIFICATION OF FOLLOW-UP REPORT**

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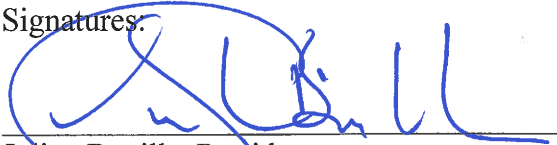
Date: September 15, 2017

To: Accrediting Commission for Community and Junior College,  
Western Association of Schools and Colleges

From: Tammeil Gilkerson, President  
Laney College  
900 Fallon Street  
Oakland, CA 94607

I certify that there was broad participation by the campus community and believe this Report accurately reflects the nature and substance of this institution.

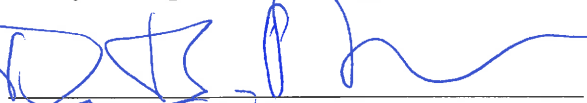
Signatures:

  
Date: 9/12/17

Julina Bonilla, President  
Peralta Community College District Governing Board

  
Date: 9/12/17

Tammeil Gilkerson, President  
Laney College

  
Date: 9/19/17

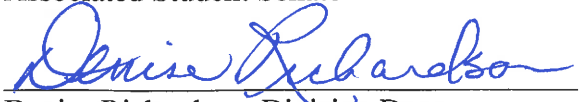
Donald Moore, President  
Faculty Senate

  
Date: 9/18/17

Robert Tracy, President  
Classified Senate

  
Date: 9/19/17

Keith Welch, President,  
Associated Student Senate

  
Date: 9/19/17

Denise Richardson, Division Dean  
Acting Accreditation Liaison Officer

## STATEMENT OF REPORT PREPARATION

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Laney College submits this 2017 Follow-up Report in response to the February 3, 2017 letter sent by the Accreditation Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). Here the Commission stated that the College has successfully addressed College Recommendation 2 and met Eligibility Requirement 10. With regard to College Recommendation 1, the Commission took action to “extend Warning” and to grant “a good cause extension.” The College was directed to submit a Follow-Up Report by October 1, 2017.

In February 2017, the College took immediate action to address the remaining concern of the Commission regarding College Recommendation 1. An Integrated Planning and Assessment Workgroup (IPAW) was formed comprised of the College President, administrators, classified professionals, and faculty.

The IPAW held three major meetings beginning in February and hosted a planning retreat in March [SRP.01-SRP.04]. Additionally, college administrators, faculty and classified leaders/representatives collected evidence and conducted surveys to evaluate the College’s planning and resource allocation process [SRP.05].

The initial draft of the 2017 Follow-Up Report was presented to and reviewed by the Institutional Effectiveness Committee, the Faculty Senate, the Classified Senate, the Associated Students of Laney College (ASLC), and the College Council in May 2017 [SRP.06-SRP.08]. Additionally, the new President met with the ASLC to encourage student participation in refining Laney’s integrated planning and the accreditation work [SRP.09].

A final draft of the 2017 Follow-Up Report was distributed to the Faculty Senate, the Classified Senate, the Associated Students of Laney College and the College Council in late August 2017 to solicit additional updates and to provide opportunities for additional dialogue with the Laney College constituents.

The final version of the 2017 Follow-Up Report was approved by the Faculty Senate on September 5, 2017, by the Classified Senate on September 6, 2017, by the Associated Students of Laney College on August 31, 2017, by the College Council on September 6, 2017, and by the Governing Board on September 12, 2017 [SRP.11-SRP.15].

## EVIDENCE OF COMPLETION

- SRP.01. [Integrated Planning and Assessment Workgroup Minutes February 24, 2017](#)
- SRP.02. [Integrated Planning and Assessment Workgroup Minutes March 3, 2017](#)
- SRP.03. [Integrated Planning and Evaluation Petite Retreat Minutes March 17, 2017](#)
- SRP.04. [Integrated Planning and Assessment Workgroup Minutes March 27, 2017](#)
- SRP.05. [College Committee Annual Evaluation Survey Results Summaries 2016-2017](#)
- SRP.06. [Institutional Effectiveness Committee Minutes May 9, 2017](#)

- SRP.07. [Faculty Senate Minutes May 16, 2017](#)
- SRP.08. [Classified Senate Minutes May 11, 2017](#)
- SRP.09. [Associated Students of Laney College Minutes April 27, 2017](#)
- SRP.10. [College Council Minutes May 17, 2017](#)
- SRP.11. [Faculty Senate Minutes September 5, 2017](#)
- SRP.12. [Classified Senate Minutes September 6, 2017](#)
- SRP.13. [Associated Students of Laney College Minutes August 31, 2017](#)
- SRP.14. [College Council Minutes September 6, 2017](#)
- SRP.15. [Peralta Community College District Governing Board Minutes September 12, 2017](#)

**RECOMMENDATION 1: Integrated Planning and Evaluation**

*In order to meet the 2012 Standards, the College should clearly define, document, communicate, and evaluate the structures, roles, responsibilities, and processes used to integrate human, facilities, and fiscal planning in support of student learning and achievement (I.B.6, I.B.7, II.B.3.a, II.B.4, III.B.2.b, III.D.4, IV.A.5).*

**Introduction**

In November 2016, the ACCJC evaluation team visited Laney College and found that, “the College had made substantial process in documenting and developing the planning process and implementing the prioritization and resource allocation model.” The main concern of the Commission, however, was the absence of the completion and evaluation of a full cycle of the College’s adopted planning and resource allocation process.

At the time of the ACCJC visit, the 2016-2017 academic year planning cycle had not been completed. Since the external evaluation team visit, the College completed and evaluated the adopted planning and resource allocation process.

In the October 2016 Follow-Up Report, Laney College detailed the actions taken in four areas to address College Recommendation 1:

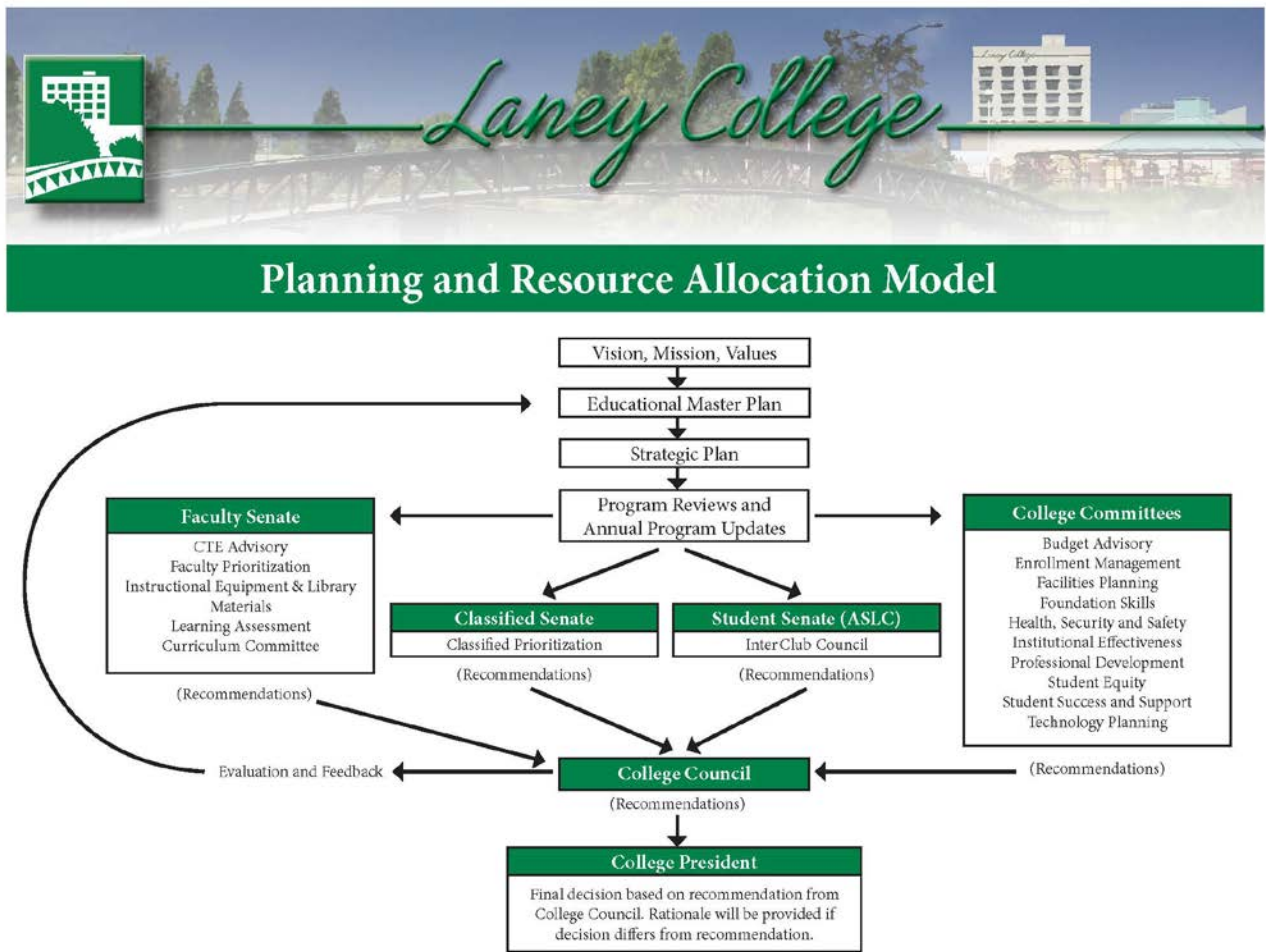
1. Updated College organizational and decision-making structures;
2. Integrated planning activities;
3. Enhanced documentation of structures, roles, responsibilities, and processes used to integrate human, facilities, and fiscal planning in support of student learning and achievement; and,
4. Participated in the Institutional Effectiveness Partnership Initiative (IEPI) sponsored by the California Community Colleges Chancellor’s Office.

In Fall 2016 Laney College reorganized its administrative structure to ensure effective and relevant integrated planning and to streamline decision making and support for the institution’s divisions/departments [R1.01]. The administrative structure was further refined in Spring 2017 after a semester of assessments [R1.02]. With the completion of the 2016 Educational Master Plan (EMP) and the 2016-2018 Strategic Plan, the College worked to enhance the documentation of structures, roles, responsibilities, and processes used to integrate human, facilities, and fiscal planning in support of student learning and achievement [R1.03-R1.05]. The College also implemented a Program Review validation process which has strengthened the resource allocation process through enhanced administrative involvement. Administrators worked with department chairs to validate each program review

and the resource requests to better assess the needs of each department [R1.06]. This enhanced validation process has resulted in a greater capacity for deans to advocate for resources at the College and District level and assess how grants and other awards can support department needs.

**Full Implementation and Evaluation of Laney’s Planning and Resource Allocation Model**

Laney College’s Planning and Resource Allocation Model is illustrated in Laney’s Participatory Governance Manual and is shown below:



Laney’s Mission, Vision and Values are the foundation for college planning and align directly with the newly adopted 2016 Educational Master Plan [R1.07 – R1.08]. The Educational Master Plan serves as an overarching guide for Laney’s integrated planning and is actualized directly in the College’s adopted goals as articulated in the 2016-2018 Strategic Plan. The implementation and assessment of the Strategic Plan, Program Reviews, and the resource allocation process have

been the focus of Laney's planning and assessment work throughout the 2016-2017 academic year [R1.09-R1.11]

## **I. Strategic Plan Assessment**

Since the adoption of the 2016-2018 Strategic Plan in Fall 2016, the College community has been working diligently to implement key strategies and to assess the progress on the strategic goals. Beginning in Fall 2016, regular updates on specific strategic goals were integrated into monthly College Council meetings [R1.12-R1.16]. Monthly progress reports are now scheduled based on the "date[s] to accomplish" stated within the Strategic Plan and are reported by one or more of those noted within the Plan as the "responsible party." Responsible parties periodically report on the progress of any specific strategy until the strategy is completed and the metric is fully met. Progress made towards the Plan is captured within one document, with each strategy being tracked through to completion and evaluation [R1.17].

To date, substantial progress has been made in meeting the strategies outlined in the Strategic Plan. For example, at the November 2016 College Council meeting, it was reported that an Enrollment Management Committee had been convened and would be active for the 2016-2017 academic year (Goal 1.A, Strategy 1). Additionally, progress was reported on creating a mobile food pantry (Goal VI.A, Strategy 2) to support Laney College students experiencing food insecurity. This is possible through a partnership with the Alameda County Food Bank by providing free groceries at designated days/times during the month [R1.18-R1.19]. At the February 2017 College Council meeting, a report was given on Goal 1.B., Strategy 2, "Create Laney Newsletter (speakers, events, student stories)", highlighting that the goal had been realized with the January 2017 first issue of the now monthly Laney Newsletter [R1.20-R1.21]. Over and beyond the general newsletter, the College identified the need for an additional newsletter focused on facilities updates given the large number of repair and maintenance needs on campus [R1.22]. Monthly updates on the adopted strategies provide Council members with opportunities to ask questions and better assess progress toward the identified strategic goals.

The College Council has surveyed and assessed its effectiveness in meeting its charge as the primary participatory governance body for the College and steward of the strategic plan [R1.23]. Based on this initial assessment, the Council recognized that the current strategic plan will sunset in Spring 2018; therefore, planning needs to occur concurrently to ensure a new Strategic Plan is adopted by the end of the 2017-2018 academic year. The Council determined that the next strategic plan would include five-year goals and strategic priorities that are aligned with the Mission and Educational Master Plan of both the College and the District [R1.24]. Other recommendations included focused attention on better integration of fiscal, human, physical, and technology resources and assigning administrative leads to adopted goals to ensure better tracking and communication college-wide. Responsible leads were assigned to monitor and report on progress related to the 2016-2018 Strategic Plan adopted goals. Reviewing the progress on strategic planning goals is now a standing agenda item for College Council meetings [R1.25]. The



College Council adopted a timeline for developing the five-year Strategic Plan in September 2017 [R1.26].

## **II. Assessment of Annual Resource Allocation and Budgeting Processes**

### **Annual Resource Allocation**

The annual planning and resource allocation cycle begins with comprehensive Program Reviews or Annual Program Updates (APU) by each department. All Program Reviews and APUs are submitted to the Offices of Instruction and Student Services. Program Reviews and APUs include five resource request forms that note program needs for faculty positions, equipment, facilities, classified positions, and technology. During Fall 2016 the resource request forms were compiled and sent to the appropriate participatory governance committees for their prioritization recommendations [R1.27]. Table 1 shows the resource request categories and responsible resource prioritization committees.

**Table 1. Resources Requests and Prioritization Committees**

<b>Type of Request</b>	<b>Committee</b>
Form A – Faculty Positions	Faculty Prioritization Committee
Form B – Instructional Equipment and Library Materials	Instructional Equipment and Library Material Prioritization Committee
Form C – Facilities	Facilities Planning Committee
Form D – Classified Positions	Classified Position Prioritization Committee
Form E - Technology	Technology Planning Committee

After the resource prioritization committees convened, each developed rubrics and prioritized resource requests, taking into consideration any unfulfilled requests from the previous year. The committees then confirmed with departments that all requests were still needed and had not been acquired through some other resource means.

In Spring 2017, the Institutional Effectiveness Committee (IEC) developed an annual assessment of each of the College’s participatory governance committees [R1.28]. For the primary resource prioritization committees, the IEC assessment included an evaluation of the effectiveness of the annual resource allocation and budgeting process. Additionally, the assessment asked respondents whether the committee's processes and outcomes were well integrated with the College's planning and resource allocation model. Overall, the majority of the committees agreed or strongly agreed that processes and outcomes were well integrated within Laney’s planning and resource allocation [R1.29]. More detailed information is provided in the following sections.

### **Faculty Prioritization**

The Faculty Prioritization Committee held four meetings during Fall 2016 to arrive at a final list of faculty hiring positions to submit to the College Council for review [R1.30-R1.31]. All Form

A requests for faculty positions were collated from departmental Annual Program Updates and distributed to committee members for review. Evaluation criteria were developed and the committee evaluated the individual requests to arrive at a ranked list of prioritized positions. This List included 23 new faculty positions and five retirement/replacement positions [R1.32].

In Spring 2017, the College's Interim President reviewed the recommended list forwarded by the Faculty Prioritization Committee with the Administrative Leadership Council to finalize the list of approved faculty positions for recruitment. Using a separate rubric from the one utilized by the Faculty Prioritization Committee, the Interim President and administrative leaders identified five key criteria for determining the allocation of faculty resources [R1.33]. The five areas included:

1. Health and safety issues
2. Increasing FTES/reducing part time budget
3. Student support services
4. Inclusion in the College's plans and strategic goals
5. Appropriate facilities to support the new hire (i.e., to not hire a new faculty for an area where the equipment and/or room needed some repairs/upgrades)

Based on discussion and pertinent review of key data, the recommendation from the Interim President identified seven faculty positions for hiring. This recommendation deviated from the one forwarded by the Faculty Prioritization Committee, which caused frustration among some committee members, even though the modifications and rationale were shared with the Faculty Senate and the College Council [R1.34-R1.35]. In order to address concerns with the process, the Interim President and the Faculty Senate President held a joint meeting of faculty, classified, and administrators on Thursday, March 9, 2017 to discuss a number of important issues, including the faculty hiring prioritization [R1.36]. There was mutual agreement at the meeting that the appropriate steps and processes were followed by the Interim President in arriving at the final revised prioritization list, and that research and data had informed the decision-making process. In light of the impact for the College, it was decided that the decision regarding new faculty hiring would be deferred to the new permanent College President with an understanding that FTES and productivity are key variables that must be considered when prioritizing faculty and staff hiring [R1.37].

In May 2017, the new President convened a meeting with the Faculty Prioritization Committee to evaluate the recent prioritization process and help identify recommendations for the six available funded positions [R1.38]. Both the list forwarded by the Committee in the fall and the one developed by the Interim President were discussed. After discussion, the Faculty Prioritization Committee identified a final list of recommendations that were presented to and approved by the College Council [R1.39-R1.40]. The President then approved the official recommendation from College Council and submitted the final list of positions to District Human Resources for recruitment.

The Faculty Prioritization Committee also completed an annual survey assessment of the Committee's effectiveness and identified a number of key areas that would improve its process. These included 1) updating the prioritization process to align with Program Reviews and the most recent APU requests; 2) following the identified process and staying within the established timeline to ensure thorough vetting; 3) respecting the work of the committee and ensuring the College's adopted decision-making model is followed; 4) revising the rubric before the next round of prioritization; and 5) improving communication with College leadership on priorities for positions [R1.41].

### **Instructional Equipment and Library Materials**

For the 2016-2017 academic year, the Instructional Equipment and Library Material (IELM) committee reviewed and prioritized requests for funding from various departments on campus based on needs identified in Form B of the Annual Program Updates (APU). After all APUs were submitted in mid through late October 2016, requests for instructional equipment and library materials were collected by the IELM committee, entered into a scoring worksheet, and ranked according to the priorities imbedded within the rubric [R1.42-R1.43]. In 2016-2017 IELM funds allocated by the state allowed for the rare opportunity to fund nearly all highest priority requests, including items that were requested in the area of technology (computers and related teaching aids). All of this was accomplished by late November 2016, and by mid-December 2016, the IELM committee voted to approve the list of items that included both IELM and technology requests [R1.44]. Funds were loaded into the department budgets by the end of January 2017, which completed the process for the academic year.

Based on the annual survey assessment of the IELM committee, the overall prioritization process was very effective. 80 percent of the committee members thought that the Committee's processes and outcomes were well integrated with the College's planning and resource allocation model. Some identified areas for improvement included 1) having better communication with department chairs on the process and forms needed for IELM requests; 2) achieving full committee participation at meetings; 3) producing comprehensive agendas and minutes; 4) reevaluating the process, timeline, and committee charge; and, 6) creating a webpage [R1.45].

### **Facilities**

The Facilities Planning Committee (FPC) is charged with the effective utilization of the College's facilities for educational programs and services. To this end, the FPC makes policy and procedure recommendations on the use of facilities, integrates Program Review results into the College's facilities master planning, and prioritizes long-term and short-term facility requests.

One goal of the committee for the 2016-2017 year was to utilize the newly approved process for space reallocation that was adopted in Fall 2015 [R1.46-R1.47]. Within this process, space reallocation requests are submitted directly to the FPC for consideration. The only space-related Annual Program Update request submitted for 2016-17 was from the Biomanufacturing Program

in an effort to gain access to another laboratory space (to accommodate a clean room) and an additional office/lending library. The business office was charged with first determining if space was available on campus, and if so, ascertaining whether the space was suitable for the request. The Campus and the District worked to identify suitable facilities for the requested use. After assessing an identified space, it was determined that it would not meet the needs of the Biomanufacturing Program. The FPC will continue to regularly update and disseminate the space inventory list to the campus community. The list will include new facilities requests and will maintain a record of previous requests, such as the one for Biomanufacturing, that remain a priority [R1.48].

In addition to reviewing facility requests, in Fall 2016 the FPC found that a number of facility requests were due to deferred maintenance. Given the significant number of these types of requests, the Committee initiated a process for identifying and collating items that needed fixing or repair across campus, mostly in response to the large number of accumulated reported issues on campus, but also in anticipation of the upcoming development of the Facilities Master Plan [R1.49-R1.50]. The list of issues comprised items from past FPC prioritized deferred maintenance lists, current scheduled and deferred maintenance items listed at District General Services (DGS), current unfulfilled work orders, and facility-related requests collated from the APUs. In order to capture the most comprehensive list, the Committee also sent a request to the campus, through department chairs, program chairs and classified professionals, to report anything and everything that was broken in their areas, including classroom items, bathrooms, office space, etc [R1.51-R1.52]. The FPC members compiled an expansive project list and presented it to the Executive Council [R1.53].

This initial list identified more than 300 items in need of some form of attention – more than half considered priority 1 or 2. At the time, the list represented the most comprehensive summary of the state of the facilities on the Laney College campus. The list was augmented in Spring of 2017 by the Facility Condition Index (FCI) report from the Foundation for California Community Colleges (FCCC) that highlighted the condition of many of the facilities and mechanical systems at the college. Also in Fall 2016, as the rains started, multiple leaks were apparent throughout many areas of the campus. Addressing all of the leaks and the other issues present on the list was a challenge for the District since many classrooms, laboratory spaces, and CTE facilities were impacted. At the behest of the Faculty Senate President and the Facilities Planning Committee (FPC), in December 2016, the Chancellor convened a meeting with all stakeholders within the District to discuss strategies and to formulate plans to address the most urgent facilities issues [R1.54]. This first meeting resulted in the formation of an *ad hoc* committee, now called the Laney Infrastructure Working Group (LIWG). This working group met initially on a weekly basis during the 2016 winter break, to hammer out an acceptable strategy to fix the most urgent items on the Laney “fix-it list” and resulted in outlining six major urgent categories of concern [R1.55].

Currently, the LIWG meets every two to three weeks – in between regular FPC meetings and the District Facilities Committee (DFC) meetings [R1.56-R1.58]. Periodic updates regarding key items identified by the LIWG are provided to Laney’s new Public Information Officer (PIO), who then disseminates those reports to the campus community [R1.59-R1.62].

Since the first meeting in December 2016, substantial progress has been made in addressing Laney’s “fix-it list”. An informational campaign to keep the end-users apprised of the progress on items being addressed by the LIWG has resulted in the most consistent and effective communications to the Laney community that has occurred in recent years. Although a formal assessment of how well informed the college community is has not been performed, the dramatic reduction in the requests from campus constituents on the progress of projects is indirect evidence of the enhanced flow of information. Based on the FPC’s annual assessment, 90% of the FPC members thought that the Committee’s processes and outcomes were well integrated with the College’s planning and resource allocation model. Suggested improvement included 1) developing a more structured relationship with the District; 2) getting better data pertaining to issues and costs; 3) providing a monthly report to the College community; and, 4) reviewing the Committee’s charge [R1.63].

### **Classified Prioritization**

The Classified Staffing Prioritization Committee (CSPC) is a subcommittee of the Classified Senate whose charge is to:

- Compile and review staffing requests from the College’s Program Review;
- Consider and align requests for staffing to the College’s strategic goals and Master Plan; and,
- Prioritize requests using a rubric designed by the Classified Senate.

In Fall 2016, the Laney classified staffing template was approved by the College Council and in Spring 2017, the CSPC reviewed all requests and forwarded them to the College Council and the District’s Planning and Budgeting Council for review [R1.64-R1.66]. The CSPC reviewed and ranked eight (8) classified positions spanning identified needs in a number of different critical areas, including, but not limited to, custodial services, classroom/lab instructional support, and student support services [R1.67-R1.69].

In Spring 2016, the Laney College Classified Senate President was appointed to the Resource Allocation Taskforce for Classified Staffing (RATF-CS), a subcommittee of the District-wide Planning and Budget Integration Model Committee. The intent was to prioritize all staffing requests at the four Colleges and the District. The RATF-CS continues to meet and to evaluate the existing processes. Successes include increased college and district-wide awareness of the need to prioritize classified staffing needs. Identified challenges include better educating the Colleges on the difference between merely filling staffing vacancies and prioritizing new staffing requests, and measuring outcomes of fulfilling resource requests.

In the 2017 Classified Senate Annual Evaluation, 90% of the members thought the adopted planning and resource allocation model aligned well with the College's Mission and Strategic Goals. They listed the successful classified prioritization as one of their top achievements for the year [R1.70].

## **Technology**

At the end of October 2016, departments submitted Annual Program Updates, many containing technology requests submitted via a Technology Request Form [R1.71]. Program updates were then processed through the review cycle in November and the technology request forms were forwarded to the Technology Planning Committee (TPC) on November 15 [R1.72]. The TPC did its due diligence in prioritizing the requested resources despite being informed that there was no District funding available. Fortunately, Instructional Equipment and Library Materials (IELM) funding was sufficient to support many of the technology requests [R1.73].

By late January 2017, Measure A bond funding was identified as a source for fulfilling the remaining technology requests of the campus. The TPC reviewed existing rubrics and extant ranking, and ultimately voted unanimously to have the funds redirected for larger technology projects that would better fulfill Laney's instructional mission [R1.74].

For the past two years the College has maximized available funding resources to meet the identified needs for mobile classroom technology (smart carts), yet the majority of classrooms on campus lack technology, which has limited the ability of faculty to integrate 21<sup>st</sup> century learning modalities into instruction. Given the lack of technology in classrooms and the number of requests to mitigate the lack of resources, in Fall 2016 the Technology Planning Committee began working with District Information Technology Service Center to develop a college-wide response to this critical need [R1.75]. Five forums were held during May 2017 to address various elements of the Laney Facilities and Technology Master Plan. On May 15 a campus forum was held to obtain input regarding technology needs [R1.76]. Based on the responses, a sample classroom prototype was designed to provide faculty with the opportunity to test and offer feedback both in-person and via a survey [R1.77]. The Committee met its identified goal to select a classroom technology standard by the end of Spring 2017 that would inform the action plan for upgrading Laney's technology infrastructure [R1.78]. In May 2017 the Facilities Planning Committee and the College Council jointly recommended allocating Bond funding to refresh learning spaces (paint, blinds, whiteboard, furniture, electronic locks) and install the TPC adopted standard for technology across the campus [R1.79]. Beginning in Summer 2017 the first phase of the classroom refresh and SMART technology project commenced with 65 spaces scheduled for completion by the end of September 2017 [R1.80].

In Spring 2017, Laney also opened a Technology, Teaching and Learning Center for faculty [R1.81]. This Center is devoted to professional development for faculty, focused primarily, but not exclusively, on the use of technology in the classroom. The room is conveniently located near faculty offices and will be equipped with the same technology selected for the instructional

classrooms, as well as pedagogical resources ranging from software to print materials. The goal is to also offer training on the Canvas learning management system, curriculum and assessment software, and innovative teaching tools.

The Technology Planning Committee completed its annual evaluation in Spring 2017 with 60% of the members assessing that the Committee's processes and outcomes were well integrated with the College's planning and resource allocation model. Suggested improvements included 1) assessing the role and scope of the committee given limited resources to fund requests, including membership and meeting times; and, 2) communicating more regularly in both meetings and via minutes posted to the College's website [R1.82].

### **Annual Budget**

Laney's annual budgeting process is informed by the Educational Master Plan, Strategic Plan, Program Review and Annual Program Updates. In order to continually assess and refine the process, the College held a college-wide budget retreat in February 2016. At the retreat several recommendations surfaced for improving budget planning, including the suggestions to strengthen regular budget training and to encourage more open dialogue regarding the College's budget practices [R1.83-R1.84].

In response to the recommendations, the College conducted two budget forums in October 2016 to provide an update from District Finance on the Governor's 2016-2017 final budget and explain the impact to community college funding and Peralta in particular [R1.85-R1.86]. Another budget forum was held in February 2017 to provide both an update on the forecasted Governor's 2017-2018 budget and the corresponding impact on Peralta funding [R1.87-R1.88]. The February forum also included a status report on the College's 2016-2017 year-to-date spending [R1.89]. Subsequently, the College budget development calendar was changed to include more frequent updates to help to refine decision making [R1.90].

Additions were also incorporated into the College's budget development process based on best practices identified by the Government Finance Officers Association. Most notably, the College adopted an "all funds" budgeting model where all sources of funding are aligned and integrated to create a more unified budget [R1.91]. This approach is consistent with the integrated planning and resource allocation process for the Student Success and Support Program, Equity and Basic Skills funds recently established by the State Chancellor's Office.

Utilizing the all funds budgeting model, in April 2017 the College developed a two-year budget plan that aligns with the adopted two-year strategic plan [R1.92]. As such, the budget plan has been integrated with the Education Master Plan, Strategic Plan goals, and supports department and unit plans outlined in Program Reviews. During the 2016-2017 annual budget cycle, the College made progress toward developing its first ever consolidated all funds budget to include grants and categorical funds.

The two-year budget plan for Fund 01 General Unrestricted Budget was submitted to the Budget Advisory Committee on April 25, 2017 and to the College Council for approval on April 26, 2017 [R1.93-R1.94]. After college-level approval, the budget plan was submitted to District Finance for incorporation into the district-wide tentative budget approved by the Board of Trustees in June, with final approval in September [R1.95]. For all other funds, the budgets were presented for review only. The College will continue to host budget forums each semester to communicate fiscal year budget performance and to provide a status update on budget approvals, including a consolidated all funds budget following Board approval of the Fund 01 General Unrestricted Budget.

In the 2017 Budget Advisory Committee Annual Evaluation, 50% of the members thought that the adopted planning and resource allocation model aligned well with the College's Mission and Strategic Goals. Due to the relationship between the District and College's resource allocation process, suggestions for improvement included increasing communication and support from the District in understanding productivity requirements and funding allocations. Additional improvements included increasing the Committee's authority to submit substantive recommendations on discretionary budget allocations [R1.96-R1.97]. As part of continuous improvement, the College will also evaluate performance in the budget development process by hosting the 2<sup>nd</sup> Annual Budget Retreat in Fall 2017 to invite feedback and suggested improvements from College constituents on the budget development process.

### **III. Institutional Effectiveness Committee Survey**

In April 2017 the Institutional Effectiveness Committee created a survey to assess the effectiveness of all participatory governance committees. The evaluation survey questions were approved by the College Council at their April 18, 2017 meeting [R1.98]. Following the approval, the assessment survey was distributed to the chairs of all the participatory governance committees for distribution to committee members. Assessment results were compiled and reviewed by the Institutional Effectiveness Committee at the May 2017 meeting [R1.99]. The findings were then forwarded to the College Council and back to individual committee chairs for review and future planning [R1.100].

Overall, the 2017 Annual Evaluation of Participatory Governance Survey indicates that the majority of the respondents across the College's committees consider the current Planning and Resources Allocation Model a solid one. It also suggests that the planning and resources allocation committees' processes and outcomes are well integrated within the Model. The evaluation yielded some important recommendations for improvements going forward, including 1) strengthening the documented process and procedures; 2) clarifying committee charge/responsibilities; 3) improving communication; and, 4) consistently posting agendas and minutes for every committee meeting [R1.101]. The Institutional Effectiveness Committee and each of the respective shared governance committees will be reviewing the survey outcomes and adopting goals for improvement at the beginning of the 2017-2018 academic year.



#### **IV. Embedding the Structure for Institutional Integrated Planning through College Council Enhancements**

Feedback gleaned during the development of the College's Educational Master Plan (EMP) and the results from the College Council's 2016-2017 committee evaluation noted the need for improved effectiveness of the College's main decision-making body: the College Council. In response to the feedback, the College Council developed a master calendar to ensure an effective timeline for reviewing and assessing the College's integrated planning and resource allocation process [R1.102]. The master calendar provides a roadmap to ensure that important planning components are embedded into standard operations, including ongoing assessment, integrated feedback and communication loops, as well as tracking progress toward the adopted goals in the College's Educational Master Plan and Strategic Plan.

During the 2016-2017 academic year, the College Council completed the following milestones to integrate institutional planning and assessment into its work:

- Approved, implemented and tracked the Strategic Plan in order to engage in systematic planning ahead of the budget cycle [R1.103];
- Approved the re-organization of the College to ensure effective governance and operations [R1.104];
- Developed and approved an annual master calendar and process and initiated implementation [R1.105];
- Reviewed and approved the College's resource priorities and the annual budget for the 2017-2018 fiscal year [R1.106];
- Developed and approved a Shared Governance Manual for Laney College [R1.107];
  - The Manual is posted on the College website and greatly enhances access to shared governance structures, policies and pertinent information for all campus stakeholders.
- Set and approved goals for the Council for the 2017-2018 academic year based on the feedback from the institutional effectiveness survey:
  - Goal #1 – Develop a system for information tracking both for the Council as a committee, and also for the campus community /external community.
  - Goal #2 – Work to ensure that the Council holds substantive meetings focused on moving forward action items.
  - Goal #3 – Develop and implement for the 2017-18 academic year, better onboarding and training for Council members, emphasizing their responsibility to report back to constituent groups and to ensure that the College community is informed of decision making.
  - Goal #4 – Review College Council meeting structure and make decisions for adopting Brown Act standards for the Council.

- Goal #5 – Evaluate the committee structure and committee charges for both the Instructional Equipment and Library Materials (IELM) and the Enrollment Management Committee [R1.108].

In addition to the College Council’s implementation of the items above, the intent is to ensure that all of the College’s shared governance committees are also integrating this structure into their standing operating procedures. Implemented college-wide, these common goals will ensure that the College’s integrated planning and coordination of ongoing assessment are built into the College’s governance structure and regular operations.

## **Conclusion**

Laney College has completed and evaluated a full cycle of its adopted Planning and Resource Allocation Model as recommended by ACCJC and its visiting team. The College will continue to evaluate, strengthen and refine this model on an ongoing basis, further building upon the progress documented in Laney’s 2016 Follow-Up Report. Laney College has now fully addressed College Recommendation 1 and is in compliance with Standards I.B.6, I.B.7, II.B.3.a, II.B.4, III.B.2.b, III.D.4, IV.A.5

## **EVIDENCE OF COMPLETION**

- R1.01. [Laney College Organization Chart Fall 2016](#)
- R1.02. [Laney College Organization Chart Spring 2017](#)
- R1.03. [Laney College Educational Master Plan 2016](#)
- R1.04. [Laney College Strategic Plan 2016-2018](#)
- R1.05. [Laney College Strategic Plan Reporting Matrix](#)
- R1.06. [Laney College Program Review Validation Process](#)
- R1.07. [Laney College Educational Master Plan 2016](#)
- R1.08. [Laney College Planning and Resource Allocation Model](#)
- R1.09. [2016 – 2017 Peralta Community College District/Laney College Integrated Planning and Budget Development Calendar](#)
- R1.10. [Memos to Responsible Parties for Strategic Reporting to College Council 2016-2017](#)
- R1.11. [Laney College Strategic Plan Reporting Matrix](#)
- R1.12. [College Council Minutes November 16, 2016](#)
- R1.13. [College Council Minutes February 15, 2017](#)
- R1.14. [College Council Minutes March 15, 2017](#)
- R1.15. [College Council Minutes April 19, 2017](#)
- R1.16. [College Council Minutes May 17, 2017](#)
- R1.17. [Laney College Strategic Plan Reporting Matrix](#)
- R1.18. [Laney College Food Bank Flyer](#)
- R1.19. [Laney College News & Announcements: Food Bank April 4, 2017](#)
- R1.20. [College Council Minutes February 15, 2017](#)
- R1.21. [Laney Newsletter February 24, 2017](#)

- R1.22. [Laney Facilities Updates Newsletter February 2017](#)
- R1.23. [College Council 2016-2017 Annual Evaluation Survey Results Summary](#)
- R1.24. [College Council Minutes September 6, 2017](#)
- R1.25. [Integrated Planning Master Calendar for College Council 2017-2018](#)
- R1.26. [College Council Minutes September 6, 2017](#)
- R1.27. [Email Sample: Technology Planning Committee Resource Prioritization Request November 15, 2016](#)
- R1.28. [Institutional Effectiveness Committee Minutes April 18, 2017](#)
- R1.29. [College Committee Annual Evaluation Survey Results Summaries 2016-2017](#)
- R1.30. [Email to Division Deans on Faculty Prioritization Recommendation December 19, 2016](#)
- R1.31. [Faculty Prioritization Committee Recommendation Fall 2016](#)
- R1.32. [Email to College Council on Faculty Prioritization Recommendation December 13, 2016](#)
- R1.33. [Email from Interim President Regarding Revised Faculty Prioritization Recommendation February 21, 2017](#)
- R1.34. [Memo to Faculty Senate from Interim President: Reprioritizing the Faculty Prioritization List March 7, 2017](#)
- R1.35. [College Council Minutes February 15, 2017](#)
- R1.36. [Email to Faculty: Joint Presidents' Meeting March 7, 2017](#)
- R1.37. [Email to College: Joint Presidents' Meeting Recap March 10, 2017](#)
- R1.38. [Email to Faculty Prioritization Committee Meeting Follow-up May 16, 2017](#)
- R1.39. [Emails to Administrative Leadership Faculty Prioritization Update May 13 & 16, 2017](#)
- R1.40. [College Council Minutes May 17, 2017](#)
- R1.41. [Faculty Prioritization Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.42. [Instructional Equipment and Library Materials Annual Program Update Request Form B](#)
- R1.43. [Instructional Equipment and Library Materials Committee Rubric](#)
- R1.44. [Instructional Equipment and Library Materials Committee Ranking Sheet Fall 2016](#)
- R1.45. [Instructional Equipment and Library Materials Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.46. [Facilities Planning Committee Space Allocation Process 2015](#)
- R1.47. [Facilities Planning Committee Space Allocation Process Flow Chart 2015](#)
- R1.48. [Laney College Catalog of Available Space](#)
- R1.49. [Facilities Planning Committee Minutes September 19, 2016](#)
- R1.50. [Facilities Planning Committee Request for Inventory of Facilities Issues September 26, 2016](#)
- R1.51. [Email to Department Chairs, Administrators and Classified: Laney Facilities Issues Request September 26, 2016](#)
- R1.52. [Facilities Planning Committee Minutes October 3, 2016](#)
- R1.53. [Facilities Planning Committee Comprehensive Fix-it/Deferred Maintenance List](#)
- R1.54. [Joint Stakeholders Meeting: Laney Facilities/Infrastructure December 16, 2016](#)
- R1.55. [Laney Infrastructure Working Group Facilities Update January 20, 2017](#)
- R1.56. [Laney Infrastructure Working Group Minutes February 10, 2017](#)
- R1.57. [Laney Infrastructure Working Group Agenda March 10, 2017](#)
- R1.58. [Laney Infrastructure Working Group Minutes March 30, 2017](#)
- R1.59. [Laney Facilities Updates Newsletter February 2017](#)
- R1.60. [Laney Facilities Updates Newsletter March 2017](#)
- R1.61. [Laney Facilities Updates Newsletter June 2017](#)
- R1.62. [Laney Facilities Updates Newsletter August 2017](#)

- R1.63. [Facilities Planning Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.64. [Classified Staffing Prioritization Annual Program Update Request Form D](#)
- R1.65. [Classified Staffing Prioritization Committee Rubric 2016-2017](#)
- R1.66. [College Council Minutes October 19, 2016](#)
- R1.67. [Classified Staffing Prioritization Committee Ranking Sheet](#)
- R1.68. [Summary of 2017-2018 Resource Needs College Council Item February 15, 2017](#)
- R1.69. [College Council Minutes February 15, 2017](#)
- R1.70. [Classified Senate Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.71. [Technology Planning Committee Annual Program Update Request Form](#)
- R1.72. [Technology Planning Committee Resource Prioritization Requests  
November 15, 2016](#)
- R1.73. [Instructional Equipment and Library Materials Committee Ranking Sheet Fall 2016](#)
- R1.74. [Technology Planning Committee Minutes February 16, 2017](#)
- R1.75. [Technology Planning Committee Minutes October 20, 2016](#)
- R1.76. [Laney College Facilities and Technology Forum Announcement for May 2017](#)
- R1.77. [Email to Laney College: Smart Classroom Prototype Open House April 21, 2017](#)
- R1.78. [Technology Planning Committee Minutes March 16, 2017](#)
- R1.79. [College Council Minutes May 17, 2017](#)
- R1.80. [Laney Facilities Updates Newsletter August 2017](#)
- R1.81. [Email to Laney College: Technology, Teaching & Learning Center April 14, 2017](#)
- R1.82. [Technology Planning Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.83. [Integrated Planning Budget Retreat Flyer February 25, 2016](#)
- R1.84. [Integrated Planning Budget Retreat February 25, 2016](#)
- R1.85. [Laney College Budget Forum Flyer October 17, 2016](#)
- R1.86. [Laney College Budget Forum Flyer October 31, 2016](#)
- R1.87. [Email to Laney College: Budget Forum February 2017](#)
- R1.88. [Presentation: District Perspective of Governor's Budget Impact to Peralta February 2017](#)
- R1.89. [Presentation: Laney College Budget Update February 2017](#)
- R1.90. [2016 – 2017 Peralta Community College District/Laney College Integrated Planning and  
Budget Development Calendar](#)
- R1.91. [College Council Minutes April 19, 2017](#)
- R1.92. [2017-2019 Budget Presentation April 26, 2017](#)
- R1.93. [Budget Advisory Committee Minutes April 25, 2017](#)
- R1.94. [College Council Minutes April 26, 2017](#)
- R1.95. [Peralta Community College District Board of Trustees Meeting Minutes June 27, 2017](#)
- R1.96. [Budget Advisory Committee 2016-2017 Annual Evaluation Survey Results](#)
- R1.97. [Budget Advisory Committee Identified Improvements for 2017-2018](#)
- R1.98. [College Council Minutes April 26, 2017](#)
- R1.99. [College Council Minutes May 17, 2017](#)
- R1.100. [Institutional Effectiveness Committee Minutes May 9, 2017](#)
- R1.101. [College Committee Annual Evaluation Survey Results Summaries 2016-2017](#)
- R1.102. [Integrated Planning Master Calendar for College Council 2017-2018](#)
- R1.103. [Laney College Strategic Plan Reporting Matrix](#)
- R1.104. [College Council Minutes December 14, 2016](#)
- R1.105. [College Council Minutes April 19, 2017](#)

- R1.106. [College Council Minutes February 15, 2017](#)
- R1.107. [College Council Minutes December 14, 2016](#)
- R1.108. [College Council Minutes May 17, 2017](#)

## **Index of Abbreviations and Acronyms**

APU	Annual Program Update
ASLC	Associated Students of Laney College
CTE	Career Technical Education
CSPC	Classified Staffing Prioritization Committee
DFC	District Facilities Committee
DGS	District General Services
EMP	Educational Master Plan
FPC	Facilities Planning Committee
IEC	Institutional Effectiveness Committee
IELM	Instructional Equipment and Library Materials
IEPI	Institutional Effectiveness Partnership Initiative
IPAW	Integrated Planning and Assessment Workgroup
LIWG	Laney Infrastructure Working Group
PIO	Public Information Officer
PCCD	Peralta Community College District
RATF-CS	Resource Allocation Taskforce for Classified Staffing
TPC	Technology Planning Committee