

Midterm Report

**Laney College
900 Fallon Street
Oakland, CA 94607**

November 1, 1993

**Submitted to
Accrediting Commission for
Community and Junior Colleges**

**CERTIFICATION OF THE
MIDTERM REPORT**

November, 1993

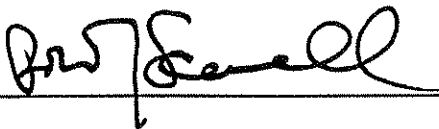
**TO: ACCREDITING COMMISSION FOR COMMUNITY AND JUNIOR
COLLEGES, WESTERN ASSOCIATION OF SCHOOLS AND COLLEGES**

**FROM: LANEY COLLEGE
900 Fallon Street
Oakland, CA 94607**

**This Midterm Report is submitted as required under the Accrediting Commission's
Policy.**

**We certify that there was broad participation by the campus community, and we
believe the Midterm Report accurately reflects the nature and substance of the
institution.**

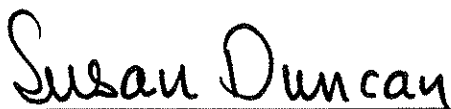
Signed:



**Dr. Robert Scannell
Chancellor, Peralta Community
College District**



**Odell Johnson
President, Laney College**



**Susan Duncan
President, Board of Trustees**



**Ron Moore
President, Faculty Senate**

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Statement of Report Preparation

In April, 1993 the Accreditation Evaluation Team Report and the Midterm Report format was submitted to the chair for each Standard. A reminder and deadlines were submitted in September. The chair for each Standard met with Accreditation Team members to draft a response to the recommendations. The drafts were critiqued by the accreditation liaison and returned to the chairpersons for consent. The documents were returned and then edited by the accreditation coordinator, an English instructor. The documents were then submitted to the President, the Faculty Senate President, the Chancellor and the President of the Board of Trustees for approval and signatures.

The Midterm Report participants are listed on the following page.

Midterm Report

Participants

Standard One

Fran White, Chair
Chris Hadley, Faculty
Yvonne Lewis, Classified

Standard Seven

Eugene Long, Chair
Ray Moore, Business Officer
Stan Peters, Faculty
Laverne Stewart, Classified

Standard Two

Earnie Crutchfield, Chair
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Standard Eight

Raymond Moore, Chair
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Standard Three

Anita Black, Chair
Manual Alcala, Faculty

Standard Nine

Jenette Golds, Chair
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Standard Ten

Jack Mooradian, Chair
Keith Nason, Faculty
Tom Turman, Faculty
Ron Moore, Faculty Senate

Summary of Self-Identified Issues

Although budget reductions have temporarily delayed some of the plans to improve the operation of Laney College, several activities demonstrate the achievements of many of the self-identified recommendations and plans listed in the Accreditation Self Study of 1990.

The following is a brief list of achievements and progress addressing the Standard's self-identified issues:

- (1) A program has been developed by our Data Center to collect and publish information regarding students' needs and their educational plans.
- (4) There has been a significant increase in the number of Student Educational Plans. Plans are currently being made to computerize the educational plans.
- (2) There is an increase in the number of courses in the California Articulation Numbering System (CAN).
- (3) Ninety-five percent (95%) of the components of AB1725 have been implemented.
- (4) A 1.0 coordinator's position has been established and filled in the Tutorial Center.
- (4) The college bookstore is now being operated by an independent vendor.

- (2) A faculty handbook was developed and distributed to all faculty.
- (9) A classified Senate has been organized and recognized as an official component on campus.

Responses to Team Recommendations

Standard One: Goals and Objectives

Recommendation:

That student needs and outcomes, overall program effectiveness and timely availability of funds be carefully assessed in order that the Actions/Objectives in the Plan may serve to guide the future development of programs and services at the college.

Response:

Laney College continues to update the Unit Plans, which emanate from departments, administrative units and other programs, and the Institutional Plan, which specifies actions, objectives, timelines, personnel responsible, cost, funding source, and current status. However, as the college district has required more centralization, and the implementation of AB1725, various college committees that once served as vehicles for planning and research have been reconstituted in the form of district - wide committees. The district level committees include the Hiring Committee, Matriculation Committee, Budget Advisory Council, Enrollment Management Committee, Tenure Committee, and many others. A new planning effort is underway for the entire Peralta District, which is called the Peralta Planning Project (P3). The P3 process will take one year to complete. As a consequence, institutional planning for Laney College is limited as we wait the outcomes of P3. Moreover, the

college district electorate passed a bond measure (Measure B) in 1992 to which much district planning is linked. Measure B is a \$50 million bond issue which allows the Peralta Community College District to update its facilities and make major capital improvements.

Much of the institutional research on student needs and outcomes and overall program effectiveness has been conducted by the Office of Institutional Research and Development located at the District Office. The college has been able to use the data to analyze students' academic needs and to implement appropriate services. A number of new programs have been instituted at the college as result of this information. Also, at the district there are comprehensive data bases on hiring, affirmative action, enrollment, grade distribution, instructor credentials, all of which is used by the college in its efforts toward achieving institutional effectiveness, college goals and objectives.

Standard Two: Educational Programs

Recommendation:

That efforts to clarify issues relating to program review and the implications thereof be intensified in order that the completion of such reviews may be accelerated.

Response:

At the time of the accreditation visit, November 1990, program review, as a concept and a process at Laney and in the Peralta District, was just being formally implemented. At that time, both faculty and staff were uncertain as to the purpose, the criteria to be used, and the procedures/process for implementing program reviews.

However, since that time, efforts have been made to clarify issues related to the review process, and since the 1990 accreditation visit, a systematic and formalized approach has been established.

The District Program Review Committee (DPRC) selects the programs scheduled for review during the upcoming year. The purpose of the review process is to serve as a guide for program improvement and development in both the instructional and student services areas. The evaluation is a guided and intensive self-study intended to lead directly from assessment to setting goals and designing the action plans to reach the goals. This process involves the systematic analysis, and interpretation of data to

assess the overall vitality and activities of each program. All college programs are scheduled for formal review every three to five years.

The following programs have completed their program reviews:

Air Conditioning	Fabric Care
Architectural Engineering	Foreign Language
Art	Graphic Arts
Banking	Machine Shop
Business	Management & Supervision
CIS	Photography
Construction Tech	Secretarial Science
Cosmetology	Theater Arts
Culinary Arts	Welding
Electricity	Wood Technology
English	

Standard Three: Institutional Staff

Recommendation:

Because district activities are closely associated with staff (i.e. staff development, budget planning, curriculum, and other committees), it is recommended that all segments of Laney staff increase their involvement in District-level committees and task forces.

Response:

Laney staff increased its involvement in District-level committees and task forces. Laney staff members serve on the following District Committees:

1. Basic Skills Committee
2. Biotech Committee
3. Budget Advisory Committee
4. Chancellor's Policy Advisory Committee
5. Chancellor's Planning Committee
6. Council on Instruction, Planning and Development
7. District-wide Recruitment and Retention Committee
8. District-wide Measure B Committee
9. English As A Second Language Committee
10. Enrollment Management Committee
11. Facilities Usage and Priorities Committee
12. Financial Aid Committee
13. Fringe Benefits Committee
14. Hiring Procedures Committee

- 15 Library Planning Committee
- 16 Matriculation Committee
17. Peralta Planning Project
18. Safety Committee
19. Staff Data Work Group Committee
20. Student Services Committee
21. Tech Prep Consortium Committee
22. Technology Utilization Committee
23. Telecommunication Committee
24. Tenure Review Oversight Committee
25. Tenure Review Oversight Committee - Executive
Subcommittee

Standard Four: Student Services

Recommendation:

Conduct needs assessment and review of campus services to determine direction and establish priorities for Student Services. Where possible, infuse areas of student services with general funds in order to achieve program stability. At current funding levels, it appears that the college cannot continue to provide comprehensive services at the uniformly high level of quality.

Response:

Since the Accreditation visit in 1990, a new admissions application form was designed to identify students' needs such as basic skills, financial aid, child care, English as a Second Language, Disabled Students Programs & Services, Extended Opportunity Programs & Services, etc. A Student Services report card has been implemented to allow students an opportunity to evaluate the services of each department within Student Services. The information from the report card is used to determine department effectiveness and areas that need improvement.

Plans are currently being made to implement a program review process for each department in Student Services. This program review process will be used to confirm successes and identify areas in need of improvement.

General fund monies continue to spiral downward annual, making it increasingly difficult to meet all program and service needs. The college is significantly limited in its ability to create new permanent positions, purchase new equipment and upgrade facilities. Priority is given to areas which have the greatest need to assure continuity, stability and compliance with governmental mandates. General funds have been allocated to the following programs to supplement "soft money" budgets: DSP&S, EOPS, Tutorial, Job Placement and Matriculation. The Transfer Center is now financed by general funds.

Evening services have been expanded in the following areas: Bookstore, Cafeteria, Job Placement, Admissions and Records, Assessment Center, Tutorial Center, Counseling, Financial Aid, Library and Transfer Center. As funds become available, we will continue to extend our operating hours and include additional services.

In addition to expanding evening service in the Tutorial Center, a permanent staff position has been created and filled to provide full-time coordinating coverage. The Center is now networking with other departmental tutorial components throughout the campus. Services are more widely publicized to students, faculty and staff.

Since Spring, 1991, the non-discrimination statement in the Laney catalog and class schedule has been written in Spanish, Vietnamese and Chinese as well as English. Various flyers and brochures targeting specific populations have been developed and

disseminated, such as announcements of programs, services and activities for Hispanic students.

Standard Seven: Physical Resources

Recommendation:

Complete the space inventory and subsequent reallocations to support programs with inadequate facilities.

Response:

With the passage of the \$50 million Measure B Bond Issue, the space inventory process has been superceded by Measure B planning and implementation. Laney's Measure B Committee, co-chaired by a faculty member and an administrator, has met regularly since January of this year. The committee is charged with soliciting from each department a plan for updating and modernizing their facilities. Thirty-five plans have been submitted. The committee is scheduling meetings this year to review all the plans in order to consolidate and prioritize the needs. Within two years bids should be solicited to complete the work.

Other items in physical plant improvements which should be mentioned:

Swimming pool. The pool was damaged and has been out of service since the Loma Prieta Earthquake in 1989. Construction of a new pool is now scheduled to begin this fall at a cost of approximately \$2.3 million.

Handrails. Replacement of the wooden handrails lining external passageways with metal ones was completed during spring, 1993, both improving the safety and esthetics of the college.

Bookstore access. Access to the bookstore, also mentioned in the final accreditation report, has been greatly improved. A single entrance through the Laney Student Center--which was itself completely remodeled last year--now makes access much easier. It is well marked with a neon sign. Elevator access is also available for individuals with mobility impairments.

Regarding a "planned strategy to set aside funds for replacement and acquisition of high-cost items," this process will be covered by the Measure B activities outlined above. Additionally, the following projects have recently been completed or are in progress as a result of funding by Measure B or other sources:

Safety and Security

- * Upgraded fire alarm system.
- * Upgraded intrusion and personal safety alarm system.
- * Re-keying of the entire Laney campus.
- * Repairs to the expansion joint system in the Forum and Mall areas.
- * Installation of fire extinguishing equipment in the range hoods in Food Service/Culinary Arts Instructional areas.

Communications

A new telephone/voice mail system has been installed District-wide, facilitating better communications within the college, with the public, and with sister colleges. The new system will also allow telephone registration planned for Summer, 1994.

Space Conversions

- * Temporary conversion of a portion of the former sheet metal shop to a mini-theater for use of the Theater Arts Department.
- * Temporary conversion of the former dry-cleaning laboratory to a physical education weight training classroom.
- * Improvement and repairs to the Student Center kitchen and food service areas, newly taken over by the Instructional Department of Culinary Arts.

Standard Eight: Financial Resources

Recommendation:

1. That the college continue to work with the district administration to examine all possible efficiencies that offer potential as a revenue source or for operational savings.

2. That the college develop a master plan for replacement of equipment, identifying a percentage of available funds for high ticket items each year. This recommendation was suggested again and again in the private discussions of the committee, and is generally applicable to all areas of this report where it is appropriate.

Response:

1. The need to maximize revenue has received the highest priority at the college. Several revenue producing actions have taken place since the accreditation visit. Passage of Measure B Bond will provide the district with \$50 million dollars over 20 years for maintenance and repair of the colleges. This will result in a significant reduction of general fund expenditure for maintenance. The college is prepared to establish contract education with local businesses to train their employees for a fee paid by the employers. A Weekend College has been established to provide a package of transfer level courses during the weekends. Classes are being offered via television through a Bay Area Consortium.

Several cost saving activities have been implemented. Early retirement incentives and vacant position savings have changed the staff FTE from 249.78 to 215.03, a reduction of 34.75 in the past two years. Paper-free process technology in purchasing operations has facilitated faster service, reorganization options, and reduction of paper and printing costs. An annual purchasing calendar and procedure have been developed for the purchase of specific equipment and supplies to take advantage of volume purchasing. A wide area network (WAN) is also available for the college district to optimize our data communication.

2. In the past two years, a physical inventory of college equipment was completed and stored in a data base to allow for maximum use of equipment in the district. Henceforth, a physical inventory will be performed every other year.

The following activities also address the issue of equipment management: The vocational programs have an active equipment replacement planning committee made up of faculty and managers; the Measure B Planning Committee will produce a priority list of equipment need, and the College Budget Committee has recommended the equipment needs to be funded from restricted funds.

Standard Nine: Governance and Administration

Recommendation:

Faculty and staff representatives to District and College committees need to be especially attentive to communication processes so that their respective campus constituencies may be well informed concerning the activities and deliberations of these committees and task forces and so that the interests of these constituencies may be well represented during the deliberation of the committees.

Response:

As a result of budget reductions, more faculty and staff have displayed a keen interest in what is happening in college and district committee meetings. Throughout the year, information is shared with members of constituent groups through the following agencies: Faculty Senate, Faculty Union, the President's Council, Classified Senate, Classified Union, Instructional Deans, Student Services Council, department and division meetings, dean's meetings with department chairs, open meetings with the college president and Faculty Senate president, Student Council and other student organizations. Faculty and classified representatives report to the executive committees and general membership via meetings, newsletters and minutes and flyers. The student newspaper provides vital information on pertinent issues that are being discussed throughout the district and college. Additionally, Peralta Board of Trustees meeting

materials are available in the college library. A new phone system and the use of the electronic mail system have contributed to improved communications among the various campus constituencies, but the Laney instructional faculty has yet to be put on line.

Recently, two district-wide committees, composed primarily of representatives from faculty groups and administrations, were convened by the Chancellor to develop recommendations to the Board of Trustees on filling vacant positions caused by early retirements and attrition. Members of the various constituent groups were actively involved in this process through their respective representatives.

Additionally, the Chancellor has introduced a major planning effort for the district. This effort is called the Peralta Planning Project (P3). The planning process involves all segments of the college and includes various segments of the district community.

Standard Ten: District and System Relationships

Recommendation:

1. That the Chancellor and his immediate staff increase their personal efforts to develop a greater understanding, at the College level, of the value of participation in these many planning activities, and of the consequent responsibility that such participation imposes.

2. That the College, on its part, encourage and reward greater participation in its own planning efforts, while simultaneously demonstrating the implications of such participation.

3. That the District and the College intensify their efforts to bring closure to the issue of "College/Campus" through the work of the many groups currently established.

Response:

It is clear that district/college relationships have been a concern over the past several years. Since the last study:

The structure for, and process of, policy development, revision, and implementation is in place in the Peralta District. While the process of shared governance has been enhanced district-wide, Laney College has been placed at a disadvantage because committee composition does not always give proportional representation to the college.

A number of committees operate simultaneously to advise the Chancellor regarding policy development and revision (Policy

Advisory Committee), budget execution (Budget Task Force), program development (Council of Instruction, Planning and Development), budget development and prioritization (Budget Advisory Committee), and facilities planning (See Attachments).

During the past academic years, several task forces were created to establish policies in a variety of areas; e.g., full-time tenure review, full- and part-time teacher evaluations, faculty service areas, grants, and contract education. During the Spring semester of the 1993 school year, the Faculty Union (Peralta Federation of Teachers) and the district agreed to an early retirement incentive program for the faculty to mitigate an anticipated financial shortfall. A joint committee of faculty and district/college administration developed an ad hoc committee to review the replacement of retiree positions. This broad-based committee made up of educators, business and government leaders will analyze the direction of the Peralta colleges for the remainder of the decade.

Communication channels are open between the college, the district, and other colleges. The college lacks proportional representation on the District Academic Senate as well as committee assignments in the Peralta Federation of Teachers. There is also a shortage of vocational faculty on the committees. The classified staff has representation on college and district committees. As of this year, the college's classified staff has formed a Classified Senate.

The Chancellor and other district staff visit the college to present and discuss issues. A good deal of material on governance, collective bargaining, policies, etc., are published and widely disseminated.

Although many problems of the relationship between the college and the district have been satisfactorily resolved, problems will always exist as an inherent part of a bifurcated system. The college and the district must be constantly vigilant to tackle these problems when they are small and controllable and not let them grow to overwhelming size.